

A STUDY OF PERSONNEL POLICIES OF THE CHRISTIAN CHURCHES  
(DISCIPLES OF CHRIST) OF SOUTHERN CALIFORNIA  
AND SOUTHERN NEVADA

---

A Dissertation  
Presented to  
the Faculty of the School of Theology at Claremont

---

In Partial Fulfillment  
of the Requirements for the Degree  
Doctor of Religion

---

by  
Ewart Herbert Wyle, Jr.  
June 1967

Approved  
Ewart Herbert Wyle, Jr.  
Ewart Herbert Wyle, Jr.

*This dissertation, written by*

Ewart Herbert Wyle, Jr.

*under the direction of his Faculty Committee,  
and approved by its members, has been presented  
to and accepted by the Faculty of the School of  
Theology at Claremont in partial fulfillment of the  
requirements for the degree of*

**DOCTOR OF RELIGION**

*Faculty Committee*

Henry Saffir

President of Theology

Ernest W. Tuveson

*Date*

June 1967

F. Thomas Trotter  
Dean

#### ACKNOWLEDGMENTS

For their help rendered in preparing this study, the author wishes to express his appreciation to Dr. Harvey Seifert as Chairman of the author's committee, to Professor John Mixon as Chairman at the beginning of the study, and to Drs. Donald Rhoades and Ernest Tune as members of the committee, all of the School of Theology at Claremont.

Appreciation is also expressed by the author to his wife, Gail Clarice Wyle, for her patience, understanding, and assistance.

The author wishes to express his gratitude to the ministers of the Christian Church (Disciples of Christ) of Southern California and Southern Nevada for their responses to the questionnaire sent to each of them.

## TABLE OF CONTENTS

CHAPTER	PAGE
I. THE PROBLEM, PROCEDURE, AND PURPOSE . . . . .	1
The Problem . . . . .	1
The Procedure . . . . .	3
The Purpose . . . . .	14
II. PERSONNEL PRACTICES IN OTHER HELPING PROFESSIONS . . . . .	15
American National Red Cross in Los Angeles . . . . .	17
Young Men's Christian Association of Los Angeles . . . . .	20
National Association of Social Workers . . . . .	29
Los Angeles Area Council of Boy Scouts of America . . . . .	30
Summary . . . . .	32
III. PERSONNEL PRACTICES IN OTHER PROTESTANT DENOMINATIONS . . . . .	33
The Methodist Church . . . . .	33
Seventh Day Adventists . . . . .	37
The United Church of Christ . . . . .	38
The United Presbyterian Church in the United States of America . . . . .	40
Conclusion . . . . .	43
IV. BACKGROUND DATA IN THE STUDY OF THE CHRISTIAN CHURCHES . . . . .	46
Length of Time in Current Position . . . . .	46
Number of Years in Ministry . . . . .	48
Minister's Age . . . . .	50
Marital Status and Number of Children Living at Home . . . . .	50

CHAPTER	PAGE
Highest Educational Level Attained . . . . .	52
Number of Participating Members in Church . . . . .	55
Church Budget . . . . .	57
Summary . . . . .	61
<b>V. PERSONNEL POLICIES IN THE CHRISTIAN CHURCHES . . . . .</b>	<b>62</b>
Job Description . . . . .	63
Written Personnel Policies . . . . .	65
Procedure for the Calling of the Minister . . . . .	71
Guidelines for the Resignation or Removal of a Minister . .	73
Vacation Time . . . . .	77
Days Off . . . . .	83
Educational Leave . . . . .	83
Sick Leave . . . . .	88
Specified Age for Retirement . . . . .	90
Annual Review of Salary and Compensation . . . . .	93
Initiative for Last Raise . . . . .	95
Summary . . . . .	97
<b>VI. FINANCIAL COMPENSATION IN THE CHRISTIAN CHURCHES . . . . .</b>	<b>98</b>
Base Salary . . . . .	99
Housing Allowance . . . . .	103
Automobile Allowance . . . . .	107
Book Allowance . . . . .	110
Other Allowances . . . . .	110
Fees or Gifts . . . . .	113

CHAPTER	PAGE
Total of Salary, Allowances, and Fees . . . . .	115
Convention Expenses . . . . .	133
Pension Fund Coverage . . . . .	137
Health and Accident Insurance . . . . .	139
Additional Financial Compensation or Benefits . . . . .	141
Summary . . . . .	141
VII. CONCLUSIONS . . . . .	144
Other Helping Professions . . . . .	146
Other Protestant Denominations . . . . .	148
Personnel Policies in the Christian Churches	
(Disciples of Christ) . . . . .	149
Financial Compensation in the Christian Churches	
(Disciples of Christ) . . . . .	150
A Continuing Opportunity . . . . .	151
BIBLIOGRAPHY . . . . .	153
APPENDIX . . . . .	156

## LIST OF TABLES

TABLE	PAGE
I. Number and Percentage of Questionnaires Returned by Ministers in Districts of the Christian Churches (Disciples of Christ) of Southern California and Southern Nevada . . . . .	5
II. Number of Questionnaires Mailed to Ministers and Number and Percentage Returned .	8
III. Frequency and Percentage of Titles of Identification . . . . .	10
IV. Number and Percentage of Churches with an Associate or Similar Assistance for the Minister . . . . . . . . . . . . . . . . .	12
V. Length of Time in Current Position . . . . . . . . . . . . . . . . .	47
VI. Number of Years in Ministry .	49
VII. Minister's Age .	51
VIII. Marital Status and Number of Children Living at Home . . . . .	53
IX. Highest Educational Level Attained . . . . . . . . . . . . . . . . .	54
X. Number of Participating Members in Church . . . . . . . . . . . . . .	56
XI. Church Budget .	58
XII. Number of Participating Members in Church as Compared to Church Budget .	60
XIII. Job Description .	64
XIV. Written Personnel Policies .	66
XV. Written Personnel Policies as Compared to Church Membership	68
XVI. Written Personnel Policies as Compared to Church Budget . .	70
XVII. Procedures for the Calling of the Minister . . . . . . . . . . .	72

TABLE	PAGE
XVIII. Guidelines for the Resignation or Removal of a Minister .	74
XIX. Provision for Participation in Inquiry About Resignation or Removal of a Minister . . . . .	76
XX. Vacation Time . . . . .	78
XXI. Vacation as Compared to How Long the Minister Had Been in His Current Position . . . . .	80
XXII. Vacation as Compared to Size of Church . . . . .	81
XXIII. Vacation as Compared to Church Budget . . . . .	82
XXIV. Arrangement for Days Off . . . . .	84
XXV. Arrangement for Educational Leave . . . . .	86
XXVI. Arrangement for Educational Leave as Compared to Highest Education Attained . . . . .	87
XXVII. Sick Leave . . . . .	89
XXVIII. Specified Age for Retirement . . . . .	91
XXIX. Specified Age for Retirement as Compared to Minister's Age . . . . .	92
XXX. Annual Review of Salary and Compensation . . . . .	94
XXXI. Initiative for Last Raise . . . . .	96
XXXII. Base Salary . . . . .	100
XXXIII. Base Salary as Compared to Size of Church . . . . .	101
XXXIV. Housing Allowance . . . . .	104
XXXV. Nature of Housing Allowance . . . . .	106
XXXVI. Automobile Allowance . . . . .	108
XXXVII. Nature of Automobile Allowance . . . . .	109

TABLE	PAGE
XXXVIII. Book Allowance . . . . .	111
XXXIX. Other Allowances . . . . .	112
XL. Fees or Gifts . . . . .	114
XLI. Total of Salary, Allowances, and Fees . . . . .	116
XLII. Total of Salary, Allowances, and Fees of Ministers as Compared to How Long in Current Position . . . . .	118
XLIII. Total of Salary, Allowances, and Fees of Interim Ministers and Associate Ministers as Compared to How Long in Current Position . . . . .	119
XLIV. Total of Salary, Allowances, and Fees of Ministers as Compared to Years in Ministry . . . . .	120
XLV. Total of Salary, Allowances, and Fees of Interim Ministers and Associate Ministers as Compared to Years in Ministry . . . . .	121
XLVI. Total of Salary, Allowances, and Fees as Compared to Age . . . . .	123
XLVII. Total of Salary, Allowances, and Fees as Compared to Marital Status . . . . .	126
XLVIII. Total of Salary, Allowances, and Fees as Compared to Highest Educational Level Attained . . . . .	129
XLIX. Total of Salary, Allowances, and Fees as Compared to Size of Church . . . . .	131
L. Total of Salary, Allowances, and Fees of Ministers as Compared to Church Budget . . . . .	134



## CHAPTER I

### THE PROBLEM, PROCEDURE, AND PURPOSE

Churches, like any institutions with employees, have dealt with the problems of employer-employee relationships. Churches faced the usual situations and problems of such relationships. They in some manner located and selected employees. They provided to a greater or lesser extent some type of job description for those individuals. They defined benefits and stated personnel guidelines to provide channels between those individuals and the churches during the employment. Then they faced the situation of termination of the relationship.

While many industries and businesses had lengthly and detailed written guidelines and were much more specific in their personnel policies, churches had fewer written guidelines and were much less specific in their policies. In many cases churches were without any guidelines or policies for the guidance of themselves or their ministers.

#### I. THE PROBLEM

It was the realization that churches faced the same situations and relationships that other organizations did, but usually with less guidance material, that made the author undertake the study reported. Because data was lacking, a questionnaire procedure had to be used. Comments made in the replies to the questionnaire highlighted the problem.

Many reactions dealt with a lack of a written policy for any reviews of salary or compensation. One retired minister in an interim capacity wrote, "The eight churches I served depended on the law of supply and demand. I have moved three times to better myself financially." Another minister wrote about the manner in which he had to obtain any raises he got, "I just have to leave it to friends, hint, or specifically ask for it." Another minister felt it was too easy for churches to say, "Well, we are paying our minister about what every other church our size is paying," not realizing all ministers of a particular category were underpaid. He felt there was needed a commission of the Christian Churches (Disciples of Christ) of Southern California and Southern Nevada to set up a salary schedule based upon education, years in the ministry, term of service in a single congregation, and other professional aspects which might reflect more clearly the needed growth in salary and benefits. He hoped this might solve the problem of ministers, out of necessity, having to negotiate their own salary increases.

Concerning job descriptions, another minister wrote in answering the questionnaire: "There is not now nor probably ever will be a description of all the things I am called on, expected, told, begged, commanded, wanted, wished, hoped for, incompletely, or compelled to do."

Other studies have been made of certain aspects of ministers' salaries and compensation. F. Ernest Johnson and J. Emory Ackerman wrote about the church as an employer, dealing with the salaries and other areas of compensation for ministers and with personnel policies of

denominational boards and organizations. The National Council of Churches has reported on the comparative status of ministerial income across the nation in relation to the income of others. Numerous articles and reports have been written on subjects such as pension plans, salaries, and housing allowances in some denominations. It became evident to the author that the broader subject of personnel guidelines and the full range of compensation had not been dealt with in any of these studies, particularly for the Christian Churches (Disciples of Christ). Salaries and even allowances and fees had been tabulated in some instances, but neglected were the questions of most other compensation, vacation time, sick leave, time off, educational provisions, provisions for salary reviews, job descriptions, provisions for termination of employment by either party, and personnel policies as a whole.

## II. THE PROCEDURE

A need to study the relationships between ministers and their churches motivated the author to make this study. The primary portion of the study was limited in its scope to the ministers of the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada. For comparison purposes, however, the author interviewed several personnel officers of certain helping professions discussed in Chapter II. Agencies or organizations were selected because of their concern for service to others, as were the churches, and also because of their being institutions that were possibly more in the business world

in their handling of employer-employee relations than were the churches. The author also included a study of the personnel practices of certain Protestant denominations discussed in Chapter III. Those denominations, all with churches in Southern California, provided a comparison with local Christian Churches (Disciples of Christ) in Southern California in personnel policy matters. The practices of those churches of other Protestant denominations were, as were the practices of those helping professions studied, obtained through interviews by the author and through a study of the written materials provided during and as a result of those interviews.

To obtain the information reported on in Chapters IV, V, and VI the author in November of 1966 sent a questionnaire, a sample of which is included in the Appendix, to all the ministers of 128 Christian Churches (Disciples of Christ) in Southern California and Southern Nevada. This region is the geographical division of the organized work of the Christian Churches (Disciples of Christ) that includes Southern California. Actually the area includes Southern Nevada only in that one church served by and cooperating through the area office is located in Las Vegas, Nevada. The other 127 churches are all located in the California Counties of Imperial, Kern, Los Angeles, Orange, Riverside, San Bernadino, San Diego, San Luis Obispo, Santa Barbara, and Ventura. Those 128 churches are divided by the area office into eight geographical districts. Table I shows the number and percentage of questionnaires returned by the individual ministers in those eight districts of the Christian Churches (Disciples of Christ) of Southern

TABLE I

NUMBER AND PERCENTAGE OF QUESTIONNAIRES RETURNED BY MINISTERS IN  
 DISTRICTS OF THE CHRISTIAN CHURCHES (DISCIPLES OF CHRIST)  
 OF SOUTHERN CALIFORNIA AND SOUTHERN NEVADA

District	Number Mailed	Number Returned	Percentage Returned
Coastal	11	8	72.7
San Fernando-Kern	30	19	63.3
San Gabriel Valley	20	18	90.0
Metropolitan	32	21	65.6
San Bernardino-Riverside	21	17	80.9
Harbor Bay	15	13	86.6
Orange	19	15	78.9
San Diego-Imperial	19	15	78.9
<b>Total</b>	<b>167</b>	<b>126</b>	<b>75.4</b>

California and Southern Nevada. The highest percentage of returned questionnaires was 90.0 per cent from the ministers in the San Gabriel Valley District, who returned 18 out of the 20 mailed. The ministers in the San Fernando-Kern District, with a return of 19 out of the 30 mailed, had the lowest return of any district with a 63.3 per cent return. Out of the 167 ministers to whom questionnaires were mailed, 126 ministers, or 75.4 per cent of them, sent back the questionnaire as requested. This is an excellent rate of return, suggesting a high degree of reliability in the findings.

The rate of return was even higher when calculated by churches rather than by individual ministers. Out of the number of churches whose ministers were mailed the questionnaire, well over eight-tenths had one or more ministers that returned the questionnaire, as was shown in these results:

	<u>Number to whom mailed</u>	<u>Number from whom replies received</u>	<u>Percentage received</u>
Churches	128	106	82.8

All of the tables except two were calculated by the author on the basis of individual returns. Only two tables were calculated on the basis of church rather than individual returns and were so noted.

It should be noted that for the purpose of any tables prepared, that in figuring data involving percentages, the author always rounded the figure to the next lower one-tenth of one per cent, never to the higher one-tenth. This conservative method resulted in some percentages appearing to total less than the actual one hundred per cent. In the same manner all money figures were rounded to the next lower cent, never

to the next higher cent. All lengths of time were rounded to the next lower month of time, never to the next higher month. In computing the average number of children in a minister's family living at home, the figure was rounded to the next lower one-tenth of a child, never to the next higher one-tenth. For the average length of vacations, the length was figured by rounding the amount to the next lower one-tenth of a week, never to the next higher one-tenth of a week.

The Area Office of the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada informed the author that 14 of the 128 churches to whom questionnaires were sent to the ministers, had at that time interim ministers. In addition the information was secured that there were a total of 39 ministers in the 128 churches that were in some associate capacity. The questionnaire was sent to 114 ministers, 14 interim ministers, and 39 ministers in an associate position, for a total of 167 questionnaires mailed.

The data with regard to the number and percentage of returns from the different categories of ministers is presented in Table II. The best response was from the 114 ministers who returned 93 questionnaires, representing a 81.5 per cent return. The poorest response was from the 14 interim ministers who returned 8 questionnaires, representing a 57.1 per cent response. Of the 39 ministers serving in some type of associate capacity, 25 responded, making a 64.1 per cent return.

It should be noted that, for the purpose of any tables prepared from the responses to the questionnaires, only the responses from full time ministers, interim ministers, or associate ministers were

TABLE II  
NUMBER OF QUESTIONNAIRES MAILED TO MINISTERS  
AND NUMBER AND PERCENTAGE RETURNED

	Number mailed	Number returned	Percentage returned
Ministers	114	93*	81.5
Interim ministers	14	8**	57.1
Associate ministers	39	25***	64.1
Total ministers	167	126	75.4

\*Of 93 ministers, 87 were full time and 6 part time.

\*\*Of 8 interim ministers, 6 were full time and 2 part time.

\*\*\*Of 25 associate ministers, 14 were full time and 11 part time.

considered by the author in the study. This meant that the author used 87 replies from ministers in a full time position, 6 answers from full time interim ministers, and 14 responses from ministers who were in a full time capacity as an associate minister. Replies from 6 part time ministers, 2 part time interim ministers, and 11 part time associate ministers were eliminated. Thus 107 responses to the questionnaire, coming from 97 different churches, were used by the author in the data compiled and reported on in Chapters IV, V, and VI.

Because the majority of those answering the questionnaire had indicated they were identified by the title of minister, rather than of pastor, the author has used the title minister throughout the study. Table III shows that just over half of the ministers (50.5 per cent) were identified by the title minister. Almost another two-fifths of those ministers whose replies were used (19.5 per cent) were identified by either the title minister or pastor. Just under three-tenths (28.7 per cent) of those used in the survey were called pastor. All 6 interim ministers were identified by the title of interim minister. Out of the 14 associate ministers, 10 were identified by the term minister in some manner, whether it be associate minister, minister of education, or minister of visitation. Those 10 represented 71.4 per cent of the 14 associate ministers in the study tabulations. Of those 10, 6 (42.8 per cent) were named associate minister, another 2 (14.2 per cent) were called minister of education, and another 2 (14.2 per cent) were identified as minister of visitation. The two ministers of education were the only women with the title of minister responding to the

TABLE III  
FREQUENCY AND PERCENTAGE OF  
TITLES OF IDENTIFICATION

Title	Frequency	Percentage
<b>Ministers</b>		
Minister	44	50.5
Minister or pastor	17	19.5
Pastor	25	28.7
Co-minister	1	1.1
<b>Interim ministers</b>		
Interim minister	6	100.0
<b>Associate ministers</b>		
Associate minister	6	42.8
Minister of education	2	14.2
Minister of visitation	2	14.2
Associate	2	14.2
Associate pastor	2	14.2

questionnaire. Men or women identified by the title of youth director or director of education were not sent the questionnaire. There were in the tabulations another couple of men who were identified as associate. This was another 14.2 per cent of the ministers in some capacity as as associate to another minister. Only 2 men, representing 14.2 per cent, were identified by the title of associate pastor. If those men called either minister or pastor were included with those called minister in some way, more than seven-tenths would be so classified.

When the matter of the number of associate ministers and other assistants was considered, the questionnaire revealed that of the 97 churches used in tabulating the survey results, 50 had associates or assisting staff of some kind, full time or part time, as Table IV shows. That meant 51.5 per cent of the churches surveyed had youth directors, associate ministers, or similar personnel in addition to the minister. Further investigation revealed that well over seven-tenths of the churches (71.4 per cent) that had a budget of \$30,000 or more had some form of ministerial assistance for the minister. Of the churches replying with a budget of \$48,000 or more, all but two (94.2 per cent) had ministerial assistance for the minister.

Rather than restrict the reader to an average or median computed only on the total number of 107 returns for full time ministers, interim ministers, and associate ministers, the author has given, where it seemed desirable, the average or median or both for each of the three categories of ministers. The categories are sufficiently different that the findings, strictly speaking, are not comparable. Thus the

TABLE IV

NUMBER AND PERCENTAGE OF CHURCHES  
WITH AN ASSOCIATE OR SIMILAR  
ASSISTANCE FOR THE MINISTER

	Number of churches	Number with assistance	Percentage with assistance
Churches with a budget of \$48,000 or more	35	33	94.2
Churches with a budget from \$30,000 to \$47,999	28	12	42.8
Churches with a budget of \$30,000 or more	63	45	71.4
Churches with a budget under \$30,000	34	5	14.7
Total churches	97	50	51.5

author did not show the average salary for the 107 different ministers to be \$9,275.10, including allowances and fees. Instead the author reported the average income from salary, allowances, and fees for each of the three categories of ministers. In a similar manner, the median for all 107, which was \$8,958 was not shown. Instead the median for each of the three groups of ministers was reported. Each category of minister could be evaluated on its own and not as affected by the other two categories.

Further explanation of the method of calculation may help the reader in reading averages and medians. Averages are the total of all the figures divided by the number of ministers in that category. Hence the average income for the 87 ministers was \$9,631.59, or \$837,949.04 divided by 87. A median is the middle figure out of the total range of figures for the ministers in that category. That is, the number of figures larger than the median equals the number of figures smaller than the median. Hence the median income for the 87 ministers was the forty-fourth income in size, or \$9,310. In the case of the 6 interim ministers, the median income was cited as between \$6,990 and \$10,550, and for the 14 associate ministers between \$7,600 and \$7,740. Between the third and fourth figure in size was listed as the median for the 6 interim ministers, and between the seventh and eighth figure in size was listed as the median for the 14 associate ministers. The exception was when the third and fourth figures in the one case or the seventh and eighth figures in the other case happened to have been equal figures, eliminating the necessity of listing both figures, when giving the

median for that category of ministers. The advantage of the median is that it is less affected by extreme figures at either end of the range, while the advantage of the average is that it does take these into account.

### III. THE PURPOSE

It was the hope of the author that the results of the procedure used would benefit, in some way, the Commission on the Ministry of the Christian Churches (Disciples of Christ) of Southern California and Southern Nevada, as it seeks to deal with the problem studied. The commission had included the author as a member, hoping to make such a study as the one undertaken. Such a study was felt to be needed, but the commission could not undertake it at that time. Therefore, the author hopes this study will give the commission the information that will enable it to deal with the matter of personnel policies in local churches and to help the relationship between ministers and the congregations they serve. The commission had seen the same problems, and the author has undertaken the task of making the study a reality in order that the responsible body for the Christian Churches (Disciples of Christ) may use the study to accomplish its objectives.

## CHAPTER II

### PERSONNEL PRACTICES IN OTHER HELPING PROFESSIONS

Having defined the area of this total study as the ministry, meaning the professional clergy, of the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada, the author in this chapter reports on the personnel practices in certain helping professions for the purpose of comparison. By "helping professions" is meant those occupational groups that are thought of as being in the social welfare field and in community service organizations. For the purpose of this study the personnel practices of the American National Red Cross, the Boy Scouts of America, the National Association of Social Workers, and the Young Men's Christian Association, all as particularly found in the Los Angeles area, were the focus of consideration.

All the organizations investigated which employ people have had some kind of personnel policies. They may have had an officially adopted comprehensive, written statement of policy, or they may have had only a collection of understood, unwritten practices dealing with schedule, salary, and other working arrangements. Most of the helping professions had detailed written personnel policies and guidelines for salaries and practices. Agencies accumulated policies over many years, with items individually adopted by board decision when action became necessary. The foreward of the personnel policies for the American National Red Cross, Los Angeles Chapter, stated, "To this end, the

statement that follows has been worked out over the years with great care and thoughtful consideration.<sup>1</sup>

Such written personnel policies are in general recommended by writers on the subject. Ray Johns, for example, commented:

An officially adopted, comprehensive, written statement of personnel policies and practices has several specific advantages: (1) workers know the conditions under which they are expected to work and what the organization expects of them, for the statement defines the obligations of the organization and the workers; (2) comparable treatment is assured for all employees; (3) staff morale is strengthened, as fair treatment and a defined degree of security is assured; (4) executives are helped, because the necessity for many judgements regarding individuals is reduced or eliminated, except for unusual circumstances.<sup>2</sup>

The Young Men's Christian Association, in its national suggestions for local personnel practices, gave ten reasons for a written personnel policy:

1. A personnel policy which is not carefully formulated and agreed to by all concerned is hardly a policy at all. 2. A policy has meaning only as it is determined as a result of an educational process participated in by all concerned. In the YMCA this would involve members of the governing board and of the staff, including both professional and non-professional workers. 3. A policy committed to writing establishes a principle which becomes the basis for impartial and consistent judgement. 4. Personnel practices clearly defined in writing are a protection for the employing organization as well as for the employee; they define the rights and obligations of both. 5. Employees have a right to know and to understand fully what policies affect them; moreover they are entitled to know in advance of any changes in such policies which affect their welfare. 6. A written personnel policy, properly formulated and fairly administered, fosters mutual confidence and

---

<sup>1</sup>American National Red Cross, Los Angeles Chapter, Personnel Policies and Practices (Los Angeles: American National Red Cross, Los Angeles Chapter, 1965), foreword.

<sup>2</sup>Ray Johns, Executive Responsibility (New York: Association Press, 1954), p. 77.

respect on the part of employer and employee. 7. A written personnel policy based on standard practices facilitates the recruitment of workers and reduces turnover. It states openly the conditions of employment, letting the employee know what is expected of him as well as what he may expect of the employing organization. 8. Personnel practices which are clearly defined and properly administered eliminate misunderstandings and grievances and contribute to over-all job satisfaction. 9. A written personnel policy not only contributes to good administration but it facilitates the work of the administrator. 10. Policies in writing enable a forward-looking organization to make comparison and provide a basis for periodic review and revision in the light of changing conditions.<sup>3</sup>

Among agencies in Southern California that had detailed written personnel policies and practices were the American National Red Cross and the Young Men's Christian Association.

#### I. AMERICAN NATIONAL RED CROSS IN LOS ANGELES

The Los Angeles Chapter of the American National Red Cross divided its manual into personnel policies and personnel administration. Under policies it stated that the authority for the establishment of personnel policies was vested in the Board of Directors of the Chapter. It further stated that, "All positions are classified according to job requirements, duties performed and responsibilities assumed. Each classified position is supported by a written job description, assigned a job title, and a salary schedule."<sup>4</sup> Also stated were the salary ranges for each classified position. Employment was on the basis of

---

<sup>3</sup>National Board of YMCAs, Suggested Personnel Practices for Local YMCAs (New York: Association Press, 1962), p. 4.

<sup>4</sup>American National Red Cross, op. cit., p. 2.

merit, qualifications, and competency, with a clause providing for no discrimination by management or employees against any applicant or employee. Provision was made for an opportunity for advancement when there were vacancies in higher rated positions for which an employee was qualified. An orientation course was provided all new staff members.

In its discussion of personnel administration the Los Angeles Chapter of the American National Red Cross placed responsibility for personnel administration with management and all service directors. The Comptroller maintained personnel records. The procedure for employment was outlined, including all that was expected of the prospective employee. Status as a regular or temporary employee was defined. Continuity of employment whether in the chapter or in another chapter or in the national organization was verified for the sake of fringe benefits based on continuous service. Provisions for evaluation of work were made for three months after employment or position change, for each anniversary date of employment or reclassification, and for the completion of each position assignment, transfer, or termination of employment. Salary payments were specified as falling on the last working day of each semimonthly pay period. Provisions were made for employees working less than the full pay period or less than full time. Pay procedures in the event of a change in classification were stated. The required period of notice of termination of employment by employee or employer was defined for various grades of employees, and termination pay was allowed under circumstances of lack of work, elimination of the job, and redefinition of or merger of jobs. Observed holidays were

listed and provisions made when they fell on days off from work.

Various leave regulations were enumerated. For vacation leave, the length depended on the length of employment and provided for ten days annually for an employee through five years, fifteen days annually for an employee during the sixth through fifteenth year of employment and for twenty days annually for employees of over fifteen years. Sick leave allowances were defined, and leave without pay was elaborated upon, including maternity leave. Other leave, such as for death within the immediate family, jury duty, military service, and military reserve duty were detailed.

Working hours were for a five day week from 8:30 A.M. to 5:00 P.M. with one hour for lunch, thus a  $37\frac{1}{2}$  hour week or a schedule of equal length with provision for two consecutive days as non-work days insofar as possible. Extra time was balanced by equal time off.

Benefits were enumerated and included group insurance, workmen's compensation, social security, and a retirement system, with retirement at the end of the month in which the 65th birthday occurred. Authorized expenses for use of a personal automobile in the discharge of official duties and for travel out of the Chapter's area were stipulated. Expenses for telephone calls and for dinner money were defined and stated.

Under miscellaneous items of personnel administration, public relations were mentioned. Fees and gifts other than from the Red Cross were not to be received in any form. Employee suggestions were encouraged and the channels stated. Changes of address or dependents

were to be reported. Accidents were to be reported immediately. Finally the manual concluded with the regulations prohibiting chapter letterhead and stationary being used for personal use and prohibiting the use of the Red Cross address for personal mail. Detailed in nature, the personnel policies and practices manual for the Los Angeles Chapter of the American National Red Cross provided employer and employee a framework within which both operated with more clarity, security, and possibly a higher staff morale than if such regulations or guidelines had not existed.

### III. YOUNG MEN'S CHRISTIAN ASSOCIATION OF LOS ANGELES

Again, here was an organization, the Young Men's Christian Association, that sought to closely define its personnel policy. Nationally the YMCA stated that "The most effective means of securing and maintaining trained personnel is through the establishment and use of a well planned and written personnel policy."<sup>5</sup> The National YMCA supported this statement with the several reasons that had been quoted earlier in this chapter adding at the conclusion this phrase: "A written personnel policy is the outward evidence of an inner conviction regarding what constitutes good human relations."<sup>6</sup> The Los Angeles Young Men's Christian Association stated in its personnel policies booklet that "It is intended that the personnel policies of the YMCA of

---

<sup>5</sup>National Board of IMCAs, op. cit., p. 3.

<sup>6</sup>Ibid., p. 4.

Los Angeles reflect the purposes for which the Association exists and give further evidence of its Christian nature through its staff practices and relationships.<sup>7</sup>

Both nationally and locally the YMCA classified its employees into four groups. Group 1 was clerical, maintenance, and food service employees. Group 2 included instructors, program leaders, and administrative assistants. Group 3 and 4 were professional employees. Group 3 was Junior Secretaries, and Group 4 was Secretaries. For the purpose of this chapter the personnel practices for professional employees were dealt with mainly.

Under employment procedures there were carefully stipulated requirements or qualifications for employment. The Los Angeles Association provided a list of qualifications for its professional leadership including obtaining reliable information and history, having good character and life purposes, showing promise for future advancements, meeting requirements of certification by the National Board of Certification, and participating in a church. Nationally the YMCA published qualifications and training requirements for its Secretaries and for their certification, which certification the area stipulated in its requirements. The local Association worked with the personnel office of the National Council of YMCAa, through the area office in the selection of candidates for professional positions. The

---

<sup>7</sup>The Young Men's Christian Association of Los Angeles, Personnel Policy for Professional Employees (Los Angeles: The Young Men's Christian Association of Los Angeles, 1964), p. 2.

local Association suggested in filling a vacancy that first a survey be made of present personnel to try to promote local staff to larger positions. There should also be a carefully prepared job description for position analysis, both local and national policy stated. Also a condition of employment was a satisfactory medical examination at the expense of the Association.

The General Secretary was employed by the Board of Directors, and other members of the Metropolitan staff were employed by the Board of Directors upon the nomination of the General Secretary. Branch Executive Secretaries were elected by the Board of Directors upon nomination by the General Secretary in consultation with the Board of Managers concerned. Other professional personnel were nominated by the Executive Secretary of the Branch with the approval of the General Secretary and following consultation with the Branch personnel committee and were to be elected by the Board of Managers of the Branch.

As to employment, no Secretary was permitted to engage in any outside employment or business without approval. Also no relative of an employee was to be employed except after special authorization.

Although there was no formal contractual agreement, both national and local policies called for an exchange of correspondence covering the specific terms and conditions or agreements of employment and their acceptance. Included were starting salary and date of employment, functions and responsibilities, vacation provisions, and travel and moving allowances and procedure.

The Association of Los Angeles clarified in its policies the

staff relations between General Secretary, the Executive Secretaries of the various Branches, the professional staff of the metropolitan administration, and the professional staff of the Branches. The Association then provided in its policies allowances for moving and travel expenses for the newly employed Secretary. The national policies went yet another step by providing for the payment of a Secretary and his wife's expenses in visiting an Association for the purpose of considering a position.

In the matter of hours of work, the National and Los Angeles Association varied from one another in policy, although they did not completely disagree. Nationally the YMCA called for a standard work week and that it be observed as consistently as possible. Limits were suggested as to the amount of time per day with only two of the three (morning, afternoon, and evening) work periods. At least five consecutive work periods a week off were recommended. A limit of three evening work periods a week were a desirable maximum. The Los Angeles Association stated "The work of a Secretary of the YMCA, being professional in nature, is such that it can rarely be limited to a specified number of hours or days per week. Unusually long hours may be required at certain times and shorter hours at other times" and "The distinctive character of the YMCA Secretary's work as a calling of Christian service motivates and commits him to put forth extra effort and time, and because his work calls for evening and weekend time away from home, the Secretary shall have maximum freedom in his schedule. The work schedule of the Secretary shall take into account his personal

and family needs and responsibilities, his relationships with his own church, and his community interests.<sup>8</sup> Time off for major holidays observed in the community was the policy of the National YMCA. The Los Angeles YMCA observed seven designated holidays plus provision for a "floating" day to be at the discretion of the employee with the approval of the Branch Executive. In either policy employees working on the holidays provided were to be provided with equivalent time off.

Annual salary reviews and adjustments were related to annual review of performance. The Los Angeles Association listed ten points to be considered in making salary adjustments:

- (a) The degree of responsibility the position carries.
- (b) The productivity of the employee as demonstrated by performance.
- (c) Demonstrated capacities for growth.
- (d) Supervision required.
- (e) Length of YMCA service.
- (f) Prevailing Association market and relationship to other Associations.
- (g) Relationship of salaries in similar professions.
- (h) Cost of living.
- (i) Advanced training.
- (j) Recognition for Jr. Secretaries upon certification.<sup>9</sup>

Besides salary the Los Angeles YMCA provided for a car expense allowance for employees who were required to use their cars in connection with their employment. Either a rate per mile or a fixed monthly automobile allowance based on a check of at least sixty days at the rate per mile was provided. Liability insurance was required at a set amount, and the Association reimbursed the Secretary for any

---

<sup>8</sup>Ibid., p. 7.

<sup>9</sup>Ibid., pp. 8-9.

difference between liability coverage as required by state law and the Associations minimum. Parking fees and public conveyance allowance were paid. A meal expense allowance was provided for meetings, when necessitated by duties, for any second meals away from home because of an extended work day. Service club expenses were charged to the Association. Related to that, membership fees in community civic groups and service clubs were to be paid, upon recommendation by the Branch personnel committee and authorization by the Branch Board of Managers. Further, the YMCA of Los Angeles would pay membership fees in such professional sections of the Association of Secretaries as were approved by the metropolitan administration staff. For college courses taken toward YMCA certification, the metropolitan Association would pay full tuition with the Branches providing the necessary time off with pay. After certification, additional courses might be taken with the cost shared equally by the metropolitan Association, the Branch, and the Secretary. Conventions, conferences, and summer schools of the YMCA were provided, and Secretaries were to attend at least one each year. A portion of expenses for a Secretary's wife were paid when her attendance at the conference was deemed beneficial to the Association.

Besides salary and various allowances, the Junior Secretaries had a basic two week vacation with salary after one full year of employment. Certified Secretaries had a basic three week vacation. For each year in the YMCA an additional day of vacation was added to the basic vacation, up to one full month. Provisions were made for a day of vacation for each of the first months of employment when the Secretary was employed

between January 1 and May 1. Provision was also made for the usual vacation when an employee transferred from one Branch to another. Toward vacation increases, service in the Armed Forces counted as YMCA service if interrupting full time YMCA employment. After one year's employment pro-rata vacation was allowed in cases of lay off, voluntary termination of employment, and in event of death the vacation pay given to the beneficiary.

When a Secretary was on active military duty, there was no loss of status or security benefits. When subject to reserve military training, total reserve training and vacation time was not to exceed five full weeks. For only the first week of military leave, not counting vacation, the Association reimbursed the difference between regular salary and military training pay.

As to sick leave, the National policy recommended full salary for a minimum of two weeks in any one year, but the Los Angeles Association paid for not more than one month within a year when the employee had been employed one year or more. The Los Angeles YMCA also encouraged civic responsibility by releasing employees for jury duty with any fees received being retained by the employee.

Several security provisions were added benefits for the YMCA employee. There was a Retirement Fund for which the Association paid its payments. All Secretaries eligible had to participate in the Retirement Fund and in the Employed Officers Alliance for a program of insurance. The YMCA and the employee shared in the costs for YMCA employee participation in Federal Social Security. Available, but not

required, was participation for employees of the Los Angeles YMCA in the Blue Shield hospital-surgical plan, with costs shared. Employees saved and made loans in the YMCA Employee's Federal Credit Union. There was a provision for workmen's compensation in the event of injury. Gratuitous or reduced membership fees for staff members and their families were given by each Branch, and all members of the professional staff were to enroll as Sustaining Members annually. All employees of the Association were bonded.

Resignations were to be with a minimum of one month's notice, preferably two month's notice. The Association was to give a minimum of one month's notice but could dispense with a Secretary's services upon payment of a month's salary.

Retirement was usually at age 65. From the 59th birthday on, there was an annual review of status and tenure beyond age 60, since reduced benefits were available from the Retirement Fund at age 60 and from Social Security from age 62.

Grievances and appeals by any Secretary were heard by the Branch personnel committee or designated committee, or when a question of the interpretation of the written policy arose, the matter was referred to the metropolitan personnel committee.

Beyond these written policies of the YMCA in Los Angeles and nationally, there was a Code of Ethical Practice and Relationships of the Association of Secretaries of the Young Men's Christian Associations of North America. This code of ethics stated the best practices of the profession and was commended to each Secretary for study and reference

as a guide to professional practices. Within this code, there were, in addition to practices that were covered by the personnel policies, other practices. These included under personal practices: "the Secretary will hold his personal interests in a position secondary to the Association's largest usefulness in the community." "The Secretary will scrupulously guard the confidence of members, groups, and other constituents." "The Secretary will endeavor to conduct his personal financial affairs so as to reflect credit upon his profession and the organization which he serves." "The Secretary is free to exercise his full liberties as a citizen, including the right to express his personal convictions on social, economic, religious, and political issues. In the exercise of this right he will take account of possible effects upon the Association and upon his position of leadership in the community."<sup>10</sup>

Under cooperation within the Secretaryship was this practice: "The Secretary will refrain from unfriendly criticism of other members of the profession, but may feel free to point out impersonally the weakness of any given situation."<sup>11</sup> Regarding employment practices of the Young Men's Christian Association, most of them were covered by personnel policies, but a part of one item in the code of ethics covered an additional practice by stating that "the Secretary will recognize that his interests, as well as those of the employing Association, are best served if he remains in a field long enough to render an adequate

---

<sup>10</sup> National Board of YMCAs, op. cit., pp. 10-11.

<sup>11</sup> Ibid., p. 11.

service."<sup>12</sup> The code dealt with the fact that it was unethical to release workers who were committed to their tasks and effectively meeting the requirements of their position until all possible steps had been taken to secure other employment.

### III. NATIONAL ASSOCIATION OF SOCIAL WORKERS

Another code of ethics, in a more compact form, that attempted to provide an adequate code, was one adopted by the National Association of Social Workers. One of the conditions of membership in the National Association of Social Workers was agreement to abide by the Code of Ethics of the Association and to submit to proceedings for any alleged violation of the same. Within it similar statements in spirit to those of the YMCA were found. Considered were these statements: "I give precedence to my professional responsibility over my personal interests." "I use in a responsible manner information gained in professional relationships." "I distinguish clearly, in public, between my statements and actions as an individual and as a representative of an organization."<sup>13</sup> This code of ethics embodied certain standards of behavior for the social worker in his professional relationships, including relationships with the employing agency. The code guided members of the association as they participated in evolving and applying

---

<sup>12</sup>Ibid.

<sup>13</sup>"Code of Ethics," in Harry L. Lurie (ed.), Encyclopedia of Social Work, Fifteenth Issue (New York, National Association of Social Workers, 1965), p. 1027.

personnel policies and practices.

The NASW policy on salaries recommended the use of position classification and pay plans. The association, along with many national agencies, viewed this systematic approach as the best means of assuring the most appropriate use of staff and financial resources. As to hours, the NASW standards recommended a work week of not over thirty-seven and a half hours. However, over half the social welfare workers in 1960 were scheduled for over forty hours. Policies on overtime, leaves of absence, business expense, employee benefits, retirement planning, and grievance procedures were all a part of suggestions by the National Association of Social Workers in its personnel practices recommendation.

#### IV. LOS ANGELES AREA COUNCIL OF BOY SCOUTS OF AMERICA

Compared to the organizations that have been studied so far in this chapter, the Los Angeles Area Council of the Boy Scouts of America offered a decided contrast. From detailed written personnel policies and practices of the Los Angeles Chapter of the American National Red Cross and Los Angeles YMCA, there was in contrast the Boy Scouts of America, Los Angeles Area Council's lack of any written policies or guides to give to new employees or job applicants. All policies or information concerning salary and personnel relations were expressed by an area field executive who served as the personnel officer for that portion of the council under him. This personnel officer had a mimeographed loose leaf notebook that he used in his orientation talk with a prospective employee. That notebook was a small scale flip chart

with only broad statements in large letters on each page.

One page stated the qualifications for employment as to age, education, scouting experience, and health. Briefly another page covered the salary and allowances, giving only the starting salary scale of \$5,500, stating there was an auto allowance of \$64 to \$80 a month, verbally expressed by the personnel officer, who further stated that there was an operations expense of \$15 to \$30 a month for business expenses. He stated also that there was a vacation of two weeks after an employment of six months up to five years. After five years up to fifteen years there was an annual three weeks vacation. After fifteen years, four weeks of vacation were available annually. Upon questioning the personnel officer, it was verbally learned that there was an annual production review and salary steps of "about" five per cent a year. Thus it was learned there were a number of personnel practices that were not written but were observed.

There were no job descriptions prepared for different positions. No "nine to five" work days or days off were specified. As the personnel officer stated, "A man works until he gets his work done." and "Each man is expected to work nights and weekends in this line of work."

Within the loose leaf notebook was a list of benefits providing: a major medical plan, a hospital and surgery plan, a group life insurance plan, and federal Social Security, for all of which upon questioning it was learned that the cost was paid by the employee. There was also a salary continuation plan and a retirement plan that had

the expenses paid partially by the employee and partially by the employer. This was the type of information contained in the personnel officer's notebook. It was necessary, in the case of the interview used as a basis for this description of the personnel policies of the Boy Scouts of America in the Los Angeles Area Council, that the personnel officer be questioned to gain much of the information that he shared. It seemed questionable that a job applicant would probe enough to gain even this information.

The Boy Scouts provided no written code of ethics, no clearly defined written employment procedures, no classification of employees, no job descriptions, no set days off for holidays or otherwise, no set hours of work for the professional staff, no policies as to leaves of absences, jury duty, or retirement procedures, and no education provisions after the initial requirement for employment. Some kind of annual review was conducted for productivity. Qualifications for employment were definite. A limited definition of salary, vacation, and benefits was given, with the rest being expressed by the personnel officer upon questioning.

#### V. SUMMARY

Contrasts in detailed personnel policy and practices were seen in the various agencies represented in the Southern California area, but the greatest contrast was between those with detailed policies written and ever available for employer or employee and that agency studied with little or no written practices, policy, or code of ethics provided.

## CHAPTER III

### PERSONNEL PRACTICES IN OTHER PROTESTANT DENOMINATIONS

For the purpose of comparison with the ministry of the Christian Churches (Disciples of Christ) in Southern California, this chapter is devoted to a presentation of the personnel policies within certain Protestant denominations located in Southern California. The denominations studied were the Methodist Church, the Seventh Day Adventist Church, the United Church of Christ, and the United Presbyterian Church in the United States of America. In contacting various local congregations of these denominations, it was reported there were no written personnel policies for the professional staff, meaning the ministers or clergy, working in these local congregations. In each case, except one, the conference or national guidelines were the only written personnel policies available. In the one exception, the policies were still from a conference level but were verbally stated.

#### I. THE METHODIST CHURCH

The denomination within this study that had the most material available was the Methodist Church. This material did not consist of local church personnel policies, but it consisted of the Discipline of the Methodist Church and the journal of the conference, both of which offered guidance to the local church and to the ministry.

The Discipline of the Methodist Church included a definition of pastors, that stated, "A pastor is a preacher who, by appointment

of the bishop or the district superintendent, is in charge of a station or circuit.<sup>1</sup> His duties consisted of some twenty-eight specified duties, among which it was stated the pastor is to: "preach the gospel," "to administer the Sacraments of Baptism and the Lord's Supper and to perform the marriage ceremony," "bury the dead," "visit from house to house," "instruct candidates for membership in the church," "receive and dismiss members," "form classes for instruction in the Word of God," "preach on missions, Christian education, Christian stewardship, temperance, world peace, meaning of Christian vocation, and on the subject of the Bible," "make a written report to each Quarterly Conference," "make report to the Annual Conference,"<sup>2</sup> keep a membership record, and help secure young people for the ministry.

In each local congregation it was suggested by the Discipline of the Methodist Church that there be selected a Committee on Pastoral Relations. The purpose of this committee was:

to aid the pastor in making his ministry most effective by being available for counsel, keeping him advised concerning conditions within the congregation as they affect relations between pastor and people, and keeping the people informed concerning the nature and function of the pastoral office.<sup>3</sup>

It also consulted with the pastor about adequate provision for his salary, housing, and travel and other expenses related to his

---

<sup>1</sup> Doctrines and Discipline of the Methodist Church (Nashville: The Methodist Publishing House, 1964), p. 155.

<sup>2</sup> Ibid., pp. 155-158.

<sup>3</sup> Ibid., p. 67.

duties, and it recommended to the Commission on Stewardship and Finance and to the Official Board the amounts agreed on. It also helped the pastor by arranging with the Board for time and even financial assistance for his attendance at schools or institutes to help his intellectual and spiritual growth. Through these policies was provided a built-in annual salary review.

Where there was a parsonage provided the pastor rather than a housing allowance, a Parsonage Committee was responsible for providing an adequate and comfortable residence and for maintaining and furnishing the parsonage. It was further recommended "that local churches pay the cost of parsonage utilities, or make an allowance toward such cost."<sup>4</sup>

When making a move, the Annual Conference for the Methodist Church in Southern California-Arizona paid 80% of moving expenses for the first 5,000 pounds, and the local congregation paid the rest. The pastor's moving expenses were thus paid by the Conference except for "the cost of transportation of persons, packing, unpacking, storage, insurance, or any item other than the transportation cost of moving furniture, personal property and equipment."<sup>5</sup>

The Conference also, to insure that none of the brethren suffered from neglect in their work in the ministry, provided funds for minimum

---

<sup>4</sup>Journal of the Southern California-Arizona Annual Conference, The Methodist Church (Los Angeles, The Methodist Publishing House, 1965), p. 216.

<sup>5</sup>Ibid.

support. The schedule under which the Southern California-Arizona Conference operated was:

\$4,739 and house for a married member of the Conference, \$4,439 and living quarters for a single member of the Conference, \$4,439 and house for a married accepted supply pastor, and \$4,139 and living quarters for a single accepted supply pastor.<sup>6</sup>

In addition, the Conference Minimum Support Funds paid variants for geographical location in remote areas, sums for children varying from \$50 to \$550, and an additional \$450 for use and expense of a car used in behalf of the church. An Annual Conference also had the opportunity to have a sustentation fund for the purpose of providing emergency aid to the ministers of the conference who were in special need.

There was the Ministers Reserve Pension Fund of the Methodist Church to which the conference contributed nine per cent of the average salary of the conference and to which the pastors as members contributed three per cent of the average salary, based on the compensation for his work, plus an amount equivalent to twenty per cent thereof, if the minister occupied a parsonage free of rent. Retirement was automatic at the next Annual Conference after a minister's seventy-second birthday and was possible after a minister had attained age sixty-five or had completed forty years of full time approved service.

The pastor was appointed by the bishop working with the district superintendents. If a change seemed advisable for the best interests of

---

<sup>6</sup> Ibid., p. 205.

a congregation or a pastor, the local Committee on Pastoral Relations could confer with the pastor, the district superintendent, and the bishop in arranging for a change of pastors. The local committee's relation to the district superintendent and bishop was advisory only. Associates were appointed by the bishop upon nomination by the pastor, with the concurrence of the Committee on Pastoral Relations and the commission or committee related to the associate's responsibilities.

The Discipline and the journal of the Methodist Church offered a wide variety of guidance to the pastor and to the congregation in their relationship one with another.

## II. SEVENTH DAY ADVENTISTS

The Seventh Day Adventist Church offered a definite variance from the highly detailed written guidelines of the Methodist Church. One difference was the Seventh Day Adventist's lack of written guidelines, but there were other differences too. In conferring with an officer of the Southern California Conference of the Seventh Day Adventist Church, it was possible to learn about several unique features. Salaries were not paid by the local churches. They were paid by the centralized office. There was a high stress on tithing, and the conference handled the salary payment. Salaries were quite similar no matter what the size or location of a congregation. After a minister had served as an intern for four or five years, his salary reached the maximum amount and remained the same thereafter. The only exception cited was the possibility of a different salary for a minister in the missionary field.

where the local standards and needs were considered. Changes in pastorates were not on the basis of salary advancements and were thus unrelated to salary. Education was no factor either.

In addition to salary there was for ministers reaching the age of sixty-five a plan of retirement that was provisional by the conference. This was called the sustentation plan. The minister did not have to pay anything into this plan. It was provided by the conference for the ministers.

As to the securing of ministers by local congregations, the conference acted as a guide, but the minister could accept or reject an opportunity to change pastorates. A representative for the Southern California Conference of the Seventh Day Adventist Church met with the men of the local church. Two or three names of men available were presented, but the representative of the conference might have said who was best in his opinion. The conference thus guided the placement of ministers, yet the congregation had certain rights to choose its minister.

Although there was no written material available, the spokesman for the Seventh Day Adventist Church in the Southern California Conference clearly pointed out these policies in relation to salaries and to the changing of pastorates.

### III. THE UNITED CHURCH OF CHRIST

The Southern California and Southwest Conference of the United Church of Christ sought to be of help to its member congregations and

ministers in the locating of ministers in local pastorates. The conference minister helped the local congregation with the names of possible ministers, but it was the local congregation that extended the invitation to the new minister. Of the two bodies, the Evangelical and Reformed Church and the Congregational Christian Church, that merged in 1957, the latter seemed to predominate in policy in the Southern California and Southwest Conference of the United Church of Christ. The statement of the uniting general synod of the United Church of Christ held in Cleveland in 1957 was:

The calling of a minister to a Congregation is a concern of the Church at large, represented in the Association or Conference, as well as of the minister and the Congregation. Ministers and churches desiring to maintain a system of pastoral placement in which the Conference or Association shall have little or no part, shall be free to do so; but the recommended standard of denominational procedure shall be one in which the minister, Congregation, and Conference or Association cooperate, the Conference or Association approving candidates, the Congregation extending and the minister accepting the call.<sup>7</sup>

Within the United Church of Christ there was available an annuity plan that included a \$10,000 life insurance policy. An official of the conference office stated that ninety per cent of the churches paid the total dues or premiums for this coverage for the ministers. The premium was based on eleven per cent of the minister's salary and on fifteen per cent of the parsonage value in rent.

The Southern California and Southwest Conference of the United Church of Christ also made available to the ministers of the conference

---

<sup>7</sup>The Uniting General Synod of the United Church of Christ  
(Eden: 1957), p. 115.

a group health and accident policy. Seventy-five per cent participation was required for the policy. It was paid for by the individual ministers. This particular group policy was adopted by the ministers of the conference rather than a health and accident policy available from the national level.

This was another denomination that did not have detailed policies spelled out for the local church. However, there were unwritten and recognized policies in these several areas. Materials were available to the local church as guidance in the procedure of calling a minister. Material was available also concerning the annuity plan.

#### IV. THE UNITED PRESBYTERIAN CHURCH IN THE UNITED STATES OF AMERICA

Another denomination with written guidance for the local churches in some matters of policy was the United Presbyterian Church in the United States of America. Within the constitution and within the law of this church were several points that cover personnel policies.

In the Presbyterian Church a pastor or associate pastor shall have been elected by the vote of the congregation, but "the relation of pastor or associate pastor is established by installation, an act of the presbytery, and is dissolved only by act of the presbytery."<sup>8</sup> The terms

---

<sup>8</sup>The General Assembly of the United Presbyterian Church in the United States of America, The Constitution of the United Presbyterian Church in the United States of America (Philadelphia: The Office of the General Assembly of the United Presbyterian Church in the United States of America, 1963), p. 147.

of the call under which the pastoral or associate pastoral relation was established by the presbytery could not have been changed except by consent of the presbytery. Before a name of a minister could have been nominated to the congregation as pastor, the nominating committee must have submitted the name first to the presbytery's committee on ministerial relations. It was possible for a congregation to appoint ruling elders and deacons to approve a call for it.

In preparing the call, it was suggested that the call include a promise of all proper support, encouragement, and obedience in the Lord, saying:

And that you may be free from worldly care and avocations, we, on our part, promise and oblige ourselves to pay you the sum of ..... yearly in regular payments during the time of your being and continuing the regular pastor (or associate pastor) of this church, together with the free use of the manse and ..... vacation each year. And we agree to pay or to continue to pay monthly or quarterly in advance to the Board of Pensions a sum equivalent to that requisite per cent of said salary which may be fixed by the General Assembly of the United Presbyterian Church in the United States of America for participation in the United Presbyterian Pension Plan. And we promise and oblige ourselves to review with you the adequacy of this compensation annually, prior to the adoption of the church budget.<sup>9</sup>

Thus within the call itself it was suggested that arrangements concerning salary, the manse, vacation, and pension as well as provision for an annual compensation review be provided. In a handbook for church officers and members the annual review was stressed again in the preparation of the annual budget.

In defining the duties and rights of the pastor, the Presbyterian

---

<sup>9</sup>Ibid., p. 149.

constitution stated:

The office of the ministry is the first in the Church in both dignity and usefulness. The person who fills this office has, in Scripture, obtained different names expressive of his various duties. As he has the oversight of the flock of Christ he is termed bishop. As he feeds them with spiritual food he is termed pastor. As he serves Christ in the Church he is termed minister. As it is his duty to be grave and prudent, and an example to the flock, and to govern well in the house and Kingdom of Christ, he is termed presbyter or elder. As he is sent to declare the will of God to sinners, and to beseech them to be reconciled to God through Christ, he is termed ambassador. And as he dispenses the manifold grace of God and the ordinances instituted by Christ he is termed steward of the mysteries of God. Both men and women may be called to this office.<sup>10</sup>

That definition was broadened with the law for local churches. As pastor the minister was to bring to the people spiritual sustenance and to be the guard of their souls. As minister or servant, he served not only his own people but also all the people of the community. As presbyter or elder he was the chief officer of the congregation and he also should have been an example to the flock. As ambassador it was his duty to speak for God to his people and to the community. As steward of the mysteries of God he prayed with and for his people, he led them in the regular services of corporate worship, and he administered the sacraments of Baptism and of Holy Communion. As bishop or overseer he was responsible for guiding the particular church in its whole life and program.

The pastor also had certain rights as pastor. "By the installing acts of the presbytery he is moderator of the session. Without him

---

<sup>10</sup> Ibid., p. 122.

present and presiding, the ruling elders are not a session.<sup>11</sup> Further:

There are certain responsibilities which belong to the minister as pastor which are not subject to the authority of the session, but which must be exercised by him subject only to the constitutional authority of the presbytery, namely: the selection of the hymns or psalms to be sung at each service, the selection of a passage or passages of Scripture to be read at each service, the leading of the people in prayer, and the preparation and preaching of the sermon.<sup>12</sup>

The pastor was also a member of the nominating committee of the congregation ex officio.

With its constitution and its law for local congregations the United Presbyterian Church in the United States of America offered guidance in several areas of personnel policy. Other areas were left uncovered and were matters of local practice.

#### V. CONCLUSION

Certain denominations like the Methodist Church and the United Presbyterian Church in the United States of America had through disciplines or constitution certain provisions in the manner of personnel policies. With the exception of the Seventh Day Adventist Church with its uniform salaries and the Methodist Church with at least a minimum salary fund, the matter of salary was largely a local matter, and there was no set policy. Each of the denominations studied had some kind of pension plan provided or available. The United Church of Christ

---

<sup>11</sup> Eugene Carson Blake, Presbyterian Law for the Local Church (Philadelphia: The Office of the General Assembly, The United Presbyterian Church in the United States of America, 1963), p. 74.

<sup>12</sup> The General Assembly . . . , op. cit., p. 123.

even had a health and accident policy available.

With the exception of the minimum for the Methodist minister's salary and uniform income for the Seventh Day Adventist minister, the churches varied in pay to their ministers. A survey by the Department of the Ministry of the National Council of Churches under a grant from the Ministers' Life and Casualty Union of Minneapolis indicated that the median salary of fifteen denominations sampled was \$5,158 plus approximately \$1,200 representing housing and utility allowances minus average auto operation loss. The study indicated that this income by ministers was still \$1,000 to \$1,900 less than comparably educated, lay compatriots in non-church work. As Dr. Ross P. Scherer, director of research operations for the National Council of Churches' Bureau of Research and Survey, said, "The minister's salary falls far below national averages for most professionals and white collar executives."<sup>13</sup> Besides this, some eighty-one per cent of the ministers sampled reported paying part of the auto expenses involved in church business. Some seventy-four per cent of the group surveyed reported receiving no compensation for attendance at ministers' institutes, workshops, study conferences, or educational work. It was further stated in the results of the survey that ministers receive relatively little in fees, free goods or services, and discounts.

Again it was pointed out that median cash salaries for various

---

<sup>13</sup>"Ministers' Pay remains Below Other Professions," The Interchurch News, VI:4 (December, 1964), 1.

communions vary from a median salary in one denomination of \$3,750 to \$5,669 in another denomination of the survey. This pointed out how within personnel policies of various congregations and of various denominations there can be found a difference of emphasis on the matter of salary and personnel policies. Within the denominations this chapter reviewed, there was a contrast between a more outlined policy in several areas to a lack of any real written guidance except in a few areas such as pensions or perhaps proper procedure in the calling of a pastor.

## CHAPTER IV

### BACKGROUND DATA IN THE STUDY OF THE CHRISTIAN CHURCHES

Having considered the policies and practices of several helping professions and of several other Protestant denominations in Southern California, the data obtained in the questionnaires sent to all the ministers of the Christian Churches (Disciples of Christ) of Southern California and Southern Nevada now becomes the focal point of the study. The questionnaires contained twenty-six questions of which nine dealt with seven areas considered by the author to be background data and pertinent to the consideration of several of the other questions.

The background data dealt with how long the minister had been in his current position, how many years he had been in the ministry, the minister's age, his marital status including the size of his family, the education of the minister, the size of the congregation, and the amount of the annual budget. Particularly salary and other questions of compensation were interesting to study when the relationship to the background data was considered. The background data was used in the consideration of personnel policies in Chapter V and in the study of financial compensation in Chapter VI. The background data has been considered individually.

#### I. LENGTH OF TIME IN CURRENT POSITION

The first of the background data considered was the length of time the minister had been in his current position. Table V reports the

TABLE V  
LENGTH OF TIME IN CURRENT POSITION

	Ministers	Interim ministers	Associate ministers
0-11 months	11	4	4
1 year	10	1	3
2 years	9	1	3
3 years	10		1
4 years	8		
5 years	7		1
6 years	6		
7 years	2		1
8 years	6		
9 years	3		
10 years			
11 years	3		
12 years	3		
13 years	2		
14 years			1
15 years	1		
16 years	1		
17 years			
18 years			
19 years	1		
20 years			
21 years			
22 years			
23 years			
24 years	1		
25 years			
26 years			
27 years	1		
28 years	1		
Over 28 years (43)	1		
 Total	87	6	14
Average	6 years 2 months	8 months	3 years
Median	4 years	between 3 months and 6 months	between 1 year and 11 months and 2 years

results to the questionnaire when the ministers were asked: "How long have you been in your current position?" The answers indicated a tendency for the length of the time in the current position to be rather brief. Almost half of the ministers had been in their position less than four years. Half of the associate ministers had been in theirs less than two years. The interim ministers had all been in their positions two years or less, with two-thirds of them there less than one year. The average length of time for ministers was six years and two months, while associate ministers had an average of three years. The average for the interim ministers was eight months. The longest tenure reported was forty-three years. Medians were less in all three classifications, indicating larger numbers for briefer lengths of tenure.

## II. NUMBER OF YEARS IN MINISTRY

Another of the background data considered was the number of years each minister had been in the ministry. Table VI gives the tabulation of the results of the answers to the question in the questionnaire that dealt with that matter. There was a definite tendency revealed for there to be an experienced ministry in the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada. There was only one minister in any of the three categories that had been in the ministry less than three years. On the other hand there were three of the ministers and all six interim ministers that had been in the ministry forty-five years or more. The longest record was fifty-seven years in the ministry by a man who had not yet retired. The average

TABLE VI  
NUMBER OF YEARS IN MINISTRY

	Ministers	Interim ministers	Associate ministers
0 to 2 years	1		
3 to 5 years	3		3
6 to 8 years	4		1
9 to 11 years	11		1
12 to 14 years	8		3
15 to 17 years	9		1
18 to 20 years	7		
21 to 23 years	3		1
24 to 26 years	11		
27 to 29 years	1		1
30 to 32 years	7		1
33 to 35 years	2		1
36 to 38 years	9		1
39 to 41 years	7		
42 to 44 years	1		
45 to 47 years		1	
48 to 50 years	2	3	
51 to 53 years		1	
54 to 56 years		1	
57 to 59 years	1		
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
<b>Average</b>	<b>22 yrs., 11 mos.</b>	<b>50 yrs., 2 mos.</b>	<b>17 yrs., 2 mos.</b>
<b>Median</b>	<b>23 yrs.</b>	<b>50 yrs.</b>	<b>14 yrs., 6 mos.</b>

length of time in the ministry for the ministers was twenty-two years and eleven months. It was to be expected that the average for the interim ministers was much longer, fifty years and two months. What seemed unexpected was the fact that the associate ministers had served in the ministry for an average of seventeen years and two months. Over 2,535 years total experience was represented by the three categories of ministers.

### III. MINISTER'S AGE

The third area of background data considered in the survey was the age of the minister. The results of the calculations on that area are recorded in Table VII. Perhaps similar in pattern to the tabulations on the number of years in the ministry, the figures indicated that over half of the ministers were forty-five years old or older. The average age reflected that fact. The average age for the ministers was forty-seven years. For the interim ministers the average was seventy-two years and ten months. For the associate ministers the average, forty-three years and five months, was near the average for the ministers. The median for each category was similar to the average. The interim ministers were all sixty-nine years old or older.

### IV. MARITAL STATUS AND NUMBER OF CHILDREN LIVING AT HOME

Another area of background data was the marital status and number of children living at home. Two questions in the questionnaire obtained the information about that area. One question determined

TABLE VII  
MINISTER'S AGE

	Ministers	Interim ministers	Associate ministers
25 to 29 years	1		2
30 to 34 years	19		2
35 to 39 years	13		2
40 to 44 years	8		2
45 to 49 years	10		2
50 to 54 years	8		
55 to 59 years	13		2
60 to 64 years	11		2
65 to 69 years	1	1	
70 to 74 years	1	3	
75 to 79 years	2	2	
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
<b>Average</b>	<b>47 yrs.</b>	<b>72 yrs., 10 mos.</b>	<b>43 yrs., 5 mos.</b>
<b>Median</b>	<b>45 yrs.</b>	<b>between 72 and 73 yrs.</b>	<b>between 40 and 42 yrs.</b>

whether the person was married, widowed, single, or separated or divorced. The second question determined how many children were living in the home, including college students still dependent on the home. Table VIII shows the response. Only three individuals, all associate ministers, were single. They were two women, the only two in the survey, who were twenty-five years old and fifty-seven years old, and one man forty-two years old. One minister was separated or divorced. Three other ministers were widowers. All other ministers in any of the three categories were married. All six interim ministers were married with no children living in the home. The typical minister was married with an average of 1.6 children in the home. The typical associate minister was married with an average of 1.2 children in the home. There were two ministers with five children and another seven ministers with four children living in their homes. Almost half of the ministers had either two or three children in the home.

#### V. HIGHEST EDUCATIONAL LEVEL ATTAINED

The next area of background data considered was the one that reported from the questionnaire results the highest educational level attained by the individual. Table IX reveals the finding. Over half of the ministers (54.0 per cent) had graduated from college and from seminary and had done additional graduate work. Over four-fifths of the ministers (81.6 per cent) had at least graduated from both college and seminary. There were two ministers who had not graduated from high school and were ministers of smaller size congregations. Another

TABLE VIII  
MARITAL STATUS AND NUMBER OF CHILDREN  
LIVING AT HOME

	Ministers	Interim ministers	Associate ministers
Single			3
Separated or divorced	1		
Widower	3		
Married	24	6	4
Married, 1 child	9		1
Married, 2 children	25		1
Married, 3 children	16		3
Married, 4 children	7		2
Married, 5 children	2		
Total	87	6	14
Average	married, 1.6 children	married	married, 1.2 children
Median	married, 2 children	married	between married and married, 1 child

TABLE IX  
HIGHEST EDUCATIONAL LEVEL ATTAINED

	Ministers	Interim ministers	Associate ministers
High school graduation or less	2		
Some college	1		1
College graduation	1		
College graduation and some seminary	12	3	3
College graduation and seminary graduation	24	1	6
College graduation and seminary graduation plus additional graduate work	47	2	4
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
Median	college graduation and seminary graduation plus additional graduate work	between college graduate with some seminary and college graduate and seminary graduate	college and seminary graduation

minister and one associate minister replied that they had some college but had not graduated. The minister served one of the smaller churches in the area, and the associate minister served a larger church that had very little relationship with the rest of the Christian Churches (Disciples of Christ) or the area office. There was one minister who had graduated from only college. All the rest of the ministers, the interim ministers, and the associate ministers had at least some seminary work in additional studies beyond a college degree.

#### VI. NUMBER OF PARTICIPATING MEMBERS IN CHURCH

The sixth area of background data considered dealt with the number of participating members in the church. The tabulations on this area are given in Table X. Almost half of the ministers (47.1 per cent) served churches with 300 participating members or less. The majority of the ministers, over three-fourths of the associate ministers, and one-half of the interim ministers served churches that had a participating membership of over 300. There were three churches that had associate ministers and yet had less than 200 participating members. The largest church of the three had 198 participating members, and it was served by a father and son team of ministers, both Japanese. The minister reported that his son, the associate minister, was responsible for the church school and for the English speaking group in the church. The smallest sized congregation with an associate minister had only 50 participating members but was in a position to pay for an associate minister because the minister received no salary and only a

TABLE X  
NUMBER OF PARTICIPATING MEMBERS IN CHURCH

		Ministers	Interim ministers	Associate ministers
1 to	100	6	1	2
101 to	200	20	2	1
201 to	300	15		
301 to	400	17		1
401 to	500	9	1	
501 to	600	4		1
601 to	700	4	1	1
701 to	800	4	1	
801 to	900	2		2
901 to 1,000		4		3
1,001 and over		2		3
<b>Total</b>		<b>87</b>	<b>6</b>	<b>14</b>
<b>Average</b>		<b>369</b>	<b>363.8</b>	<b>733</b>
<b>Median</b>		<b>301</b>	<b>between 192 and 469</b>	<b>between 801 and 844</b>

car allowance, due to the sizable income the minister received for over six hundred weddings he performed each year. Another congregation with 66 participating members, that had an associate minister, had him come to that church with the understanding that he would become the minister when the church council decided, after a period of six months to one year.

The size of the churches in the study varied from 50 to 1,401 participating members. The average membership for the churches served by the ministers was 369 participating members. For churches served by the interim ministers, the average was 363.8 participating members. The average number of participating members was much higher for the associate ministers' congregations. That average was 733 participating members. The median for that group was even higher, between 801 and 844 participating members. This would indicate the tendency for churches to have been of larger size to have been able to have associate ministers.

## VII. CHURCH BUDGET

The last of the seven areas of background data was the size of the church budget for the congregation served by the ministers of all three categories. Table XI reports the data obtained from the questionnaires pertaining to that area. Almost half of the ministers (48.2 per cent) served churches with budgets of less than \$36,000. The majority of the ministers, one-half of the interim ministers, and over three-fourths of the associate ministers served churches that had budgets of \$36,000 or more. In the minister category, the largest church budget

TABLE XI  
CHURCH BUDGET

		Ministers	Interim ministers	Associate ministers
\$ 6,000. to	11,999.	2		1
12,000. to	17,999.	8	1	
18,000. to	23,999.	10	2	2
24,000. to	29,999.	10		
30,000. to	35,999.	12		
36,000. to	41,999.	11		
42,000. to	47,999.	5		
48,000. to	53,999.	4	1	
54,000. to	59,999.	4		1
60,000. to	65,999.	7	1	1
66,000. to	71,999.			
72,000. to	77,999.	2		
78,000. to	83,999.	1	1	
84,000. to	89,999.	3		3
90,000. to	95,999.	1		
96,000. to	101,999.	2		1
102,000. to	107,999.	1		1
108,000. to	113,999.	1		
114,000. to	119,999.			
120,000. to	125,999.	1		1
126,000. to	131,999.			1
132,000. to	137,999.	1		1
138,000. to	143,999.			
144,000. to	149,999.			
150,000. to	155,999.	1		1
 Total		87	6	14
Average	\$44,593.39	\$40,718.76	\$83,429.97	
Median	\$36,259.33	between	between	
		\$21,000. and	\$86,129. and	
		51,000.	86,620.64	

reported was \$151,000. The smallest budget reported was \$9,328. The only lower budget reported was in the associate minister category, \$9,000, where the associate had been employed with the understanding that he would become the minister after six months or one year.

The average church budget for the minister category was figured to be \$44,593.39. In the interim minister category, the average was \$40,718.76. The associate minister group had an average budget in their churches of \$83,429.97. Again, as in the case of the number of participating members shown in Table X, Table XI shows the tendency for churches with a larger budget to have been able to have an associate minister.

Because of the similar tendencies shown in both the data on the number of participating members and the data on the size of the church budget, Table XIII shows the number of participating members in church as compared to the church budget. There was a general and strong tendency for the data to go from upper left to lower right; that is, budgets tended to increase with membership. There was also a noticeable tendency for the columns to become longer as one reads from the upper left to the lower right. That meant that there was a greater spread in the size of the budgets in the larger congregations than in the smaller. Because Table XIII dealt with the number of participating members in a church as compared to the church budget, it showed not the 107 ministers in the various categories, but only the 97 churches. This resulted from the fact that ten of the fourteen associate ministers served the same congregations as did ten of the ministers.

TABLE XII

NUMBER OF PARTICIPATING MEMBERS IN CHURCH  
AS COMPARED TO CHURCH BUDGET

		1-	100	101-	200	201-	300	301-	400	401-	500	501-	600	601-	700	701-	800	801-	900	901-1,000	1,001&over
\$ 6,000 to	11,999	3																			
12,000 to	17,999	4	4	1																	
18,000 to	23,999	1	10			1															
24,000 to	29,999		3	7																	
30,000 to	35,999		5	4	3																
36,000 to	41,999			3	6	1	1														
42,000 to	47,999				1	3	1														
48,000 to	53,999					1	2					2									
54,000 to	59,999					2		1												1	
60,000 to	65,999					2	3	2	1	1											
66,000 to	71,999																				
72,000 to	77,999							1	1												
78,000 to	83,999															2					
84,000 to	89,999														1	1	1				1
90,000 to	95,999													1							
96,000 to	101,999																			1	1
102,000 to	107,999																			1	
108,000 to	113,999																	1			
114,000 to	119,999																				
120,000 to	125,999																	1			
126,000 to	131,999																			1	
132,000 to	137,999																				1
138,000 to	143,999																				
144,000 to	149,999																				
150,000 to	155,999																				1

## VIII. SUMMARY

The seven areas of background data considered offered data with which information on personnel policies and financial matters could be compared. As background data they represented the factors that might help to explain other data of the study. In their own right, they gave a picture of the ministers of the Southern California and Southern Nevada Christian Churches (Disciples of Christ).

## CHAPTER V

### PERSONNEL POLICIES IN THE CHRISTIAN CHURCHES

Having reviewed answers to the questions in the questionnaire that dealt with background data, there remains to be considered the answers received from those eleven of the twenty-six questions which dealt with matters of personnel policies. The eleven questions considered what job description there was for the employee's position, whether there were written personnel policies, what was the procedure for the calling of the minister, what guidelines there were for the resignation or removal of a minister, whether there was a length of paid vacation time specified, or any arrangements for a specific time off, what provision there was by the church for educational or sabbatical leave, what arrangement there was for sick leave, whether there was a specified age for retirement, whether there was provision for an annual review of salary and compensation and by whom it was initiated and carried out, and whether another individual or group, or the person himself, had taken the initiative to secure the last salary increase.

The consideration of the background data used in the study was useful in more thoroughly viewing the matter of church personnel policies. They have been used in making certain comparisons with some of the questions studied in this chapter. From the study of these comparisons and the tabulations came the answers to the question of how far have the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada gone in meeting the needs for some form

of personnel policies.

## I. JOB DESCRIPTION

First among the questions about personnel policies was the question of what job description there was for the position. Table XIII shows the response given by those answering the questionnaire. The interim ministers had no job description provided for their position. A majority of the ministers and almost three-fourths of the associate ministers had some kind of general description. Among some of the answers given were: "Work of the ministry," "to be a man called of God, anointed with the holy spirit, with a passion for souls and a love for people," "the usual," "study and programming," "preaching, teaching, calls, administration, funerals, weddings," and "usual duties of that office."

Among the churches that responded with a more detailed job description, there was this description:

Prepares and preaches sermons at the regular worship services, for special services of the congregation and its groups; makes other addresses and talks in church and community circles.

Administers the total program of the congregation in the role of pastor-counsellor to the lay leadership and functional groups within the congregation. Supplies ideas and organizes strategy for the overall program of the church as chairman of the Church Cabinet.

Does visitation with members of the congregation and their families and others of the community in the capacity of spiritual advisor in times of illness or trouble, and in the interest of evangelistic concerns of the church.

Teaches Christian education classes, membership orientation classes, and assists in leadership education.

TABLE XIII  
JOB DESCRIPTION

	Ministers	Interim ministers	Associate ministers
None	40	6	4
General description	47		10
<hr/>	<hr/>	<hr/>	<hr/>
Total	87	6	14
Median	General	None	General
<hr/>	<hr/>	<hr/>	<hr/>

Counsels with people - both members and non-members - about decisions and personal problems.

Leads in worship in regular and special services, administers baptisms, performs weddings and conducts funerals.

Follows a schedule of personal reading and study, and devotional exercise as demanded by the special responsibilities as spiritual leader of the congregation.

Maintains liaison between church and business community through affiliation with various business and civic organizations.

Participates in inter and intra church groups, councils and committees for the exchange of ideas and concepts relative to the development, administration and exercise of Christian principles and practices.

That was the most detailed job description returned. A few ministers reported: "Nothing beyond what is in our constitution" and "As in constitution and by-laws." One such constitution included said: "The Minister of the church shall perform the duties which usually pertain to that office, and as spiritual administrator of the church he shall be an ex-officio member of all organized groups, auxiliaries and committees."

In general there was no detailed job description given. In most cases where there was any kind of description, it was short and general like the one quoted from one constitution.

## II. WRITTEN PERSONNEL POLICIES

The most pointed question asked in the survey to find out about personnel policies in relationships between church and minister was the question that asked if personnel policies applying to the person had ever been spelled out in writing. Table XIV shows the response. Well

TABLE XIV  
WRITTEN PERSONNEL POLICIES

	Ministers	Interim ministers	Associate ministers
Yes	36	2	10
No	51	4	4
Total	87	6	14
Median	No	No	Yes

over half of the ministers (58.6 per cent), two-thirds of the interim ministers, and about one-fourth (28.5 per cent) of the associate ministers stated that they had never had personnel policies applying to them spelled out in writing. Only in the category of associate ministers, where nearly three-fourths (71.4 per cent) replied "yes," was there much of an indication that some churches had spelled out policies. The personnel policies these affirmative replies indicated seemed to mainly be agreements at the time of employment specifying salary, vacation, and allowances for housing and automobile. In different employment agreements there were sometimes included statements about one or the other of the above and other benefits. Rarely were the agreements detailed enough to include all areas of even financial compensation. Items like pension, time off, salary reviews, and retirement were often left out of any written agreement. There were two ministers that indicated that there had been personnel policies spelled out in writing at a time later than the call and with their participation.

One discovery of the results was that seven of the ten associate ministers that said they did have personnel policies served with seven ministers that reported they did not have personnel policies spelled out for them. In one of those situations it was the minister that reported that, while there was no policy for himself, there was for his associate. It may well be that personnel policies are more likely to be prepared for associate ministers than for ministers.

When personnel policies were considered in relation to the size of the church, as Table XV shows, that situation in seven churches

TABLE XV  
WRITTEN PERSONNEL POLICIES AS COMPARED  
TO CHURCH MEMBERSHIP

		YES			NO		
		Ministers	Interim ministers	Associate ministers	Ministers	Interim ministers	Associate ministers
1 to	100	2		2*	4	1	1
101 to	200	11	1		9#	1	1
201 to	300	5			10		
301 to	400	8		1*	9		
401 to	500	4			5	1	
501 to	600	2			2		1
601 to	700		1	1*	4		
701 to	800	2			2	1	
801 to	900	1		2*	1		
901 to	1,000	1#		3**	3		
1,001 and over				1*	2#		2
Total		36	2	10	51	4	4

\*Each of these symbols indicated an associate minister in a church where he had personnel policies spelled out for him while the minister did not.

#Each of these symbols represented a minister in a church where he and the associate minister both gave the same reply about personnel policies.

became more noticeable. In the study there were ten congregations from which questionnaires were returned from both the minister and the associate minister. Out of the ten, seven were in the situation that has been described. The remaining three of the ten included one church in which both the minister and the associate minister had personnel policies spelled out for them. The other two churches had no personnel policies spelled out for either the minister or the associate minister.

There was a similar pattern but a more visible tendency in Table XVI, which is a tabulation of whether a person had written personnel policies spelled out for him compared to the budget of the congregations involved. There were only two congregations, one with both an associate minister and a minister, that had budgets above \$66,000 and had personnel policies spelled out in writing for the minister, and in the one church for the associate minister as well. That left six other congregations with budgets above \$66,000 that had written personnel policies spelled out for the associate ministers. Of the six, five were from churches where a minister had also answered the questionnaire but had indicated that there were no spelled out personnel policies for him. That was a part of the general tendency for churches with larger budgets to have no written personnel policies for the minister but to have such policies for associate ministers. For churches with budgets under \$66,000, in all three categories of ministers the churches were about evenly divided on whether they had written personnel policies or not. In the minister category the count was thirty-four with and thirty-nine without such policies spelled out.

TABLE XVI  
WRITTEN PERSONNEL POLICIES AS COMPARED  
TO CHURCH BUDGET

		YES			NO		
		Ministers	Interim ministers	Associate ministers	Ministers	Interim ministers	Associate ministers
\$ 6,000 to	11,999	1		1	1		
12,000 to	17,999	2			6	1	
18,000 to	23,999	5	1	1*	5#	1	1
24,000 to	29,999	5			5		
30,000 to	35,999	7			5		
36,000 to	41,999	6			5		
42,000 to	47,999	1			4		
48,000 to	53,999	1			3		
54,000 to	59,999	2		1*	2		
60,000 to	65,999	4	1		3		1
66,000 to	71,999						
72,000 to	77,999				2		
78,000 to	83,999				1		1
84,000 to	89,999			2*	3#		1
90,000 to	95,999				1		
96,000 to	101,999			1*	2		
102,000 to	107,999	1#		1			
108,000 to	113,999	1					
114,000 to	119,999						
120,000 to	125,999			1*	1		
126,000 to	131,999						1
132,000 to	137,999			1*	1		
138,000 to	143,999						
144,000 to	149,999						
150,000 to	155,999			1*	1		

\*Each of these symbols indicated an associate minister in a church where he had personnel policies spelled out for him while the minister did not.

#Each of these symbols represented a minister in a church where he and the associate minister both gave the same reply about personnel policies.

Interim ministers reported two with and three without personnel policies having been spelled out for them. Three associate ministers, in the category of churches with budgets of less than \$66,000, replied that they had personnel policies, and two said they had none.

### III. PROCEDURE FOR THE CALLING OF THE MINISTER

The next questionnaire question that was considered was the procedure used by the church for the calling of the minister. Table XVII shows the findings. Only two ministers reported that their churches had no procedure for the calling of the minister. That was explained by the information in the questionnaire that each of those men had begun that particular church. One reported that: "I founded the work." The other wrote: "Most instances I have pioneered opening up my own church therefore not subject to a call." The first of those two men had been in his current position nine years, and the second minister had been in his for twenty-seven years. Both of those ministers had unique positions in that a large portion of their income came from fees because of the type of church they had established.

Four-fifths of the ministers questioned (80.4 per cent), all of the interim ministers, and only two of the associate ministers (14.2 per cent) served churches in which the procedure was related to the guidelines provided by the brotherhood of Christian Churches (Disciples of Christ). In the case of the associate minister category, almost seven-eighths (85.7 per cent) served churches that had a locally prepared guideline for the calling of an associate minister. Those guidelines

TABLE XVII  
PROCEDURE FOR THE CALLING OF THE MINISTER

	Ministers	Interim ministers	Associate ministers
No procedure	2		
Unwritten, but is brotherhood procedure	12	3	1
Brotherhood procedure	38	2	1
Brotherhood procedure and in church constitution	18	1	
Partly brotherhood and partly local procedure	2		
Local procedure	15		12
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
<b>Median</b>	<b>Brotherhood procedure</b>	<b>Brotherhood procedure</b>	<b>Local procedure</b>

even when called a local procedure, were similar to the brotherhood procedure when described. As one associate minister stated it: "The usual procedure used in most Christian Churches," although he had indicated it was a locally prepared guideline.

Some of the replies were descriptive, as the ministers answered the questionnaire. One minister wrote: "Application by minister, appearance before congregation, preaching, socializing, questions and answers." That was one of two replies that indicated a more local approach. The other reply stated simply, "I candidated and they voted." Other ministers, by their replies, indicated the general procedure in summary statements: "Pulpit committee, report to board, recommendation to congregation," "Pulpit committee composed of representatives of organizations in church," "Getting as many names as possible, screening them, interviewing the ones who might fit need," "Committee of nine, ratified by two-thirds vote of congregation," "Congregational vote unanimous," and "A representative committee, the general board, only one prospective minister considered at a time, and a two-thirds majority of the congregation voting." There existed slight variations to the general brotherhood procedures, but most of the ministers reported that their churches either followed the exact guidelines or were quite similar in procedures.

#### IV. GUIDELINES FOR THE RESIGNATION OR REMOVAL OF A MINISTER

The matter of guidelines for the resignation or removal of a minister is studied in Table XVIII. Almost three-fourths of the

TABLE XVIII  
GUIDELINES FOR THE RESIGNATION OR REMOVAL  
OF A MINISTER

	Ministers	Interim ministers	Associate ministers
None	22	2	3
Guidelines but unspecified time	9	1	2
30 days notice	5		1
45 days notice	1		
60 days notice	32	1	3
30 to 60 days notice	1		
30 to 90 days notice	1		2
90 days notice	16	2	3
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
Median	60 days notice	Between guidelines but unspecified time & 60 days notice	60 days notice

ministers (74.7 per cent) reported that their churches had some kind of guidelines for the resignation or removal of a minister. Two-thirds of the interim ministers and three-fourths of the associate ministers also reported that their churches had some form of guidelines. Most of those guidelines specified a time of notice by either party. The median was a period of sixty days. Guidelines were found in the constitution in most instances. One typical example from one church's constitution was:

The term of his ministry shall be for an indefinite period and may be terminated by either party upon a written, sixty (60) day notice.

Resignation: The Minister shall submit his written resignation to the Elders who shall consider and present it to the General Board for final action. A simple majority of Board members present and voting will be sufficient to accept a resignation.

Termination: By a two-thirds (2/3) vote of the current Elders, the Minister may be requested to resign. Two weeks before such a vote is taken, the Executive Pastor of the Christian Churches of Southern California shall be notified in detail and in writing and his counsel sought.

If the Elders still consider a termination necessary, the Minister shall be given fifteen (15) days to resign. If no resignation has been received at the end of that time, the Elders may recommend his termination to the General Board for final action. A two-thirds (2/3) vote of those present and voting shall be necessary to initiate the sixty day notice of his termination.

Thirty-two ministers out of the sixty-five that reported guidelines, almost half, reported they included a sixty day notice. The time of notice varied from thirty days to ninety days.

Included in the same question in the questionnaire was the request to know what provision was there for the minister's participation in any such inquiry or decision or in the discussion leading to such. Table XIX shows the response. Eighty-five per cent of the

TABLE XIX  
PROVISION FOR PARTICIPATION IN INQUIRY ABOUT  
RESIGNATION OR REMOVAL OF A MINISTER

	Ministers	Interim ministers	Associate ministers
None	74	6	11
Provisions	13		3
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
Median	No provisions	No provisions	No provisions

ministers, all of the interim ministers, and over three-fourths (78.5 per cent) of the associate ministers had no provisions in their churches for their participation in resignation or removal procedures. As in the case of the church whose guidelines have been quoted dealing with the resignation or removal of a minister, those churches that did provide for participation by the minister in any such decision, almost all provided for the elders and the minister to meet. One minister reported there was provision for conversations with a spiritual oversight committee. One associate minister spoke of provision through meeting with a personnel committee.

#### V. VACATION TIME

Also studied was the report on whether the churches specified a definite length of paid vacation time or not. Table XX reports the findings. The average length of vacation time was 3.5 weeks for the ministers, 3.0 weeks for the interim ministers, and 3.2 weeks for the associate ministers. The median length of time was respectively for the three categories of ministers a month, four weeks, and a month. Almost three-fourths of the ministers (74.7 per cent) received either four weeks or a month vacation. Two-thirds of the interim ministers (66.6 per cent) and over three-fourths of the associate ministers (78.5 per cent) had a month or four weeks of vacation time.

To better reflect any tendencies of ministers having had a definite vacation time specified, three comparisons were made with background data. The data used was how long the minister had been in

TABLE XX  
VACATION TIME

	Ministers	Interim ministers	Associate ministers
None specified	4	1	2
2 weeks	9	1	1
3 weeks (2 Sundays)	1		
3 weeks	5		
3 weeks (3 Sundays)	3		
Month (3 Sundays)	2		
4 weeks	15	2	2
Month (4 Sundays)	3		
Month	43	2	9
Month and sometimes more	2		
 Total	87	6	14
Average	3.5 weeks	3.0 weeks	3.2 weeks
Median	month	4 weeks	month

his current position (shown in Table XXI), the size of the church (shown in Table XXII), and the church budget (shown in Table XXIII). Table XXI indicates a possible tendency for a man to be provided a longer vacation period when he had stayed in his position longer. Two ministers seemed to stand out from that tendency. They were ministers that had been in their respective churches nine and twenty-seven years but had no vacation time specified. These were the same two ministers mentioned on page 71 with large incomes from fees that had each started the church where he was. Except for those two men, the few persons with no specified vacation time had all served in their current positions two years or less. Those with two weeks time had been in their positions four years or less, and those with three weeks had been in their positions eleven years or less. Those with a month vacation had been in their positions from as little as two months to as long as forty-three years. The overwhelming concentration was found to be in the month long vacation column, no matter how long the person had been in his current position.

Tables XXII and XXIII reflected similar patterns to one another. As the length of vacation was compared in Table XXII with the size of the church and in Table XXIII with the church budget, there was some tendency, for the number of congregations granting a longer period of vacation to increase as the size of the church or of the budget was found to be larger. One congregation stood out from the general tendency. The minister and the associate minister had only recently come to their positions, and no vacation time had been specified for

TABLE XXI

VACATION AS COMPARED TO HOW LONG  
 THE MINISTER HAD BEEN IN HIS  
 CURRENT POSITION

	None	2 weeks	3 weeks	Month
Up to 11 months	1m	1a	3m 1i	7m 3i 3a
1 year	1i 1a	3m	1a	5m 1a
2 years	1m	1m	1m	6m 1i 3a
3 years				10m 1a
4 years		2m	1m	5m
5 years			1m	6m
6 years			1m	5m
7 years				2m
8 years			2m	4m
9 years	1m			2m
10 years				2m
11 years			1m	3m
12 years				2m
13 years				1a
14 years				1m
15 years				1m
16 years				1m
17 years				
18 years				
19 years				1m
20 years				
21 years				
22 years				
23 years				
24 years				1m
25 years				
26 years				
27 years	1m			
28 years				1m
over 28 years (43)				1m

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE XXII  
VACATION AS COMPARED TO SIZE OF CHURCH

		None	2 weeks	3 weeks	Month
1 to	100	1m 1a	2m	2m	1m 1i 1a
101 to	200	1m 1i	5m 1i	2m	12m 1a
201 to	300	1m		3m	11m
301 to	400		1m 1a		16m
401 to	500			2m	7m 1i
501 to	600		1m		3m 1a
601 to	700				4m 1i 1a
701 to	800				4m 1i
801 to	900				2m 2a
901 to	1,000				4m 3a
1,001 and over		1m 1a			1m 2a

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE XXIII  
VACATION AS COMPARED TO CHURCH BUDGET

		None	2 weeks	3 weeks	Month
\$ 6,000 to	11,999		1m		1m 1a
12,000 to	17,999		2m	4m	2m 1i
18,000 to	23,999	1m 1i 1a	3m 1i	1m	5m
24,000 to	29,999	1m		2m	7m
30,000 to	35,999	1m	1m		10m
36,000 to	41,999				9m
42,000 to	47,999			1m	4m
48,000 to	53,999				4m 1i
54,000 to	59,999			1a	4m
60,000 to	65,999			1m	6m 1i 1a
66,000 to	71,999				
72,000 to	77,999				2m
78,000 to	83,999				1m 1i
84,000 to	89,999	1m 1a			2m 2a
90,000 to	95,999				1m
96,000 to	101,999				2m 1a
102,000 to	107,999				1m 1a
108,000 to	113,999				1m
114,000 to	119,999				
120,000 to	125,999				1m 1a
126,000 to	131,999				1a
132,000 to	137,999				1m 1a
138,000 to	143,999				
144,000 to	149,999				
150,000 to	155,999				1m 1a

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

either one of them. They reported, "We are in the process of specifying such."

#### VI. DAYS OFF

The individuals who were sent the questionnaire were asked if there was an arrangement for a specific day off and, if so, how long it was. The responses are shown in Table XXIV. While five-sixths of the interim ministers (83.3 per cent) had no arrangement with the churches they served for a day off, only one-fourteenth of the associate ministers (7.1 per cent) and less than three-tenths of the ministers (28.7 per cent) had no such arrangement. Over half of the ministers (51.7 per cent) had one day a week time off specified. The rest of the ministers had varying amounts of time granted. Some of the replies indicated: "one day a week plus seven designated days," "two days," "one day rest and one day for study in seclusion," "one and a half days a week," and "one day a week and two or three days after Christmas and Easter." Almost three-fourths of the associate ministers (71.4 per cent) had one day a week specified time off.

#### VII. EDUCATIONAL LEAVE

When the persons sent the questionnaire were asked if their church did provide an arrangement for educational or sabbatical leaves, four-fifths of the ministers (80.4 per cent), all of the interim ministers, and almost three-fourths of the associate ministers (71.4 per cent) replied that they had no arrangement with their congregations for

TABLE XXIV  
ARRANGEMENT FOR DAYS OFF

	Ministers	Interim ministers	Associate ministers
No arrangement	25	5	1
Some arrangement	2		1
At own discretion	1		
1 day a week	45	1	10
1 day a week and 2 or 3 days after Christmas & Easter	1		
1 day a week plus as needed	2		
1 day a week and holidays	2		1
1 or 2 days a week	1		
1½ days a week	3		1
1 day rest and 1 day for study in seclusion	2		
2 days a week	3		
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
<b>Median</b>	<b>1 day a week</b>	<b>No arrangement</b>	<b>1 day a week</b>

any kind of educational or sabbatical leaves. Table XXV shows the results in full. Over one-fourth or 28.5 per cent of the associate ministers and nearly one-fifth or 19.5 per cent of the ministers replied that there was some provision for such leaves. The median for all three categories of ministers was no arrangement. Only one minister reported that his church provided for a sabbatical leave every seven years of a period of six months or one year at the most. Other ministers who were granted educational leaves might have meant short periods were provided. They replied: "travel or education in summer," "two weeks ecumenical study conference and Earl Lectures or other," "one day a week for college," "two classes at Claremont each semester," "time and expenses each year," "three weeks per year accumulative up to three months," and "educational courses to keep current." One minister who had replied that no arrangements were provided by his congregation added it might allow such "if I pay for it."

A comparison between the results of Table XXV and the data concerning the highest education attained by the minister offered an interesting tendency. Table XXVI shows that comparison. Of the ministers who had less than a college graduation plus some seminary, there were none whose churches provided for any form of educational leave. Two ministers with a college degree plus some seminary work served in churches that had some arrangement for educational leave. Four ministers who had graduated from both college and seminary, and eleven ministers with college and seminary degrees plus some additional graduate work were provided with some form of educational or sabbatical

TABLE XXV  
ARRANGEMENT FOR EDUCATIONAL LEAVE

	Ministers	Interim ministers	Associate ministers
No arrangement	70	6	10
Some arrangement	17		4
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
Median	No arrangement	No arrangement	No arrangement

TABLE XXVI  
ARRANGEMENT FOR EDUCATIONAL LEAVE AS COMPARED  
TO HIGHEST EDUCATION ATTAINED

	YES			NO		
	Ministers	Interim ministers	Associate ministers	Ministers	Interim ministers	Associate ministers
High school or less				2		
Some college		1		1		
College graduate				1		
College graduate and some seminary	2			10	3	3
College and seminary graduate	4	1		20	1	5
College and seminary graduate plus additional graduate work 11	2			36	2	2

leaves. The tendency was for the more education men had, the more likely they were to be provided with the opportunity to take educational or sabbatical leaves. However, it was noted that as the number of ministers increased in each educational level who were provided with leaves, so did the total number of ministers on the same level who did not have leaves provided. Even so, while one-sixth of the ministers on the educational levels of being a college graduate with some seminary work or of being a graduate of both college and seminary, almost one-fourth of the ministers at the level with both college and seminary degrees plus additional graduate work had provisions for sabbatical or educational leaves. That was an increase from 16.6 per cent on the first two levels mentioned to 23.4 per cent on the top level of education attained by the ministers. The same tendency was evident for the associate ministers where a larger proportion of them with a higher level of education attained were granted the opportunity for leaves.

#### VIII. SICK LEAVE

The next question dealt with in the questionnaire was that one asking what arrangement was there for sick leave. Table XXVII shows the results. Over three-fourths of the ministers (77.0 per cent), over four-fifths of the interim ministers (83.3 per cent), and almost three-fifths of the associate ministers (57.1 per cent) stated that there was no arrangement for sick leave. It was interesting to note, however, that one of the ministers that replied that there was no arrangement for sick leave by his church added a postscript. His questionnaire, the

TABLE XXVII

## SICK LEAVE

	Ministers	Interim ministers	Associate ministers
No arrangement	67	5	8
As needed	15	1	4
As needed up to logical point	1		
Definite arrangement	4		2
 Total	87	6	14
Median	No arrangement	No arrangement	No arrangement

last one returned to the author, included the comment: "I contracted cancer and have been bedridden for 3 months. Church continued full salary." He had been in the church two years. The church had a budget of \$12,000, and had ninety-eight members.

Several ministers and associate ministers, and one of the interim ministers stated that they received "all needed" or "as needed." One minister added the comment, "up to a logical limit." It may be that some indicating no arrangement had in practice similar benefits. From the few ministers and associates reporting a definite arrangement came the comments: "one day per month," "thirty days," "fifteen days annual, accumulative to forty-five days," "one day a month accumulative, thirty days allowed," and "time accumulates as per number of weeks employed."

#### IX. SPECIFIED AGE FOR RETIREMENT

When the ministers of all three categories where asked if there was a specified age for retirement, and, if so, at what age, the response was overwhelmingly negative. Table XXVIII indicates that 94.2 per cent of the ministers, 83.3 per cent of the interim ministers, and 78.5 per cent of the associate ministers served in churches with no specified age for retirement. The churches that did specify an age for retirement specified: "65," "optional at 65, mandatory at 67," or "67."

When compared to the age of the men questioned, the answers about a specified age for retirement did not appear to indicate any general tendency. Table XXIX shows that one interim minister, age 73, was serving a congregation that called for retirement at age 65. The church

TABLE XXVIII  
SPECIFIED AGE FOR RETIREMENT

	Ministers	Interim ministers	Associate ministers
None	82	5	11
Age, optional 65, mandatory 67	1		
Age 65	2	1	2
Age 67	1		1
Age not specified in reply	1		
 Total	87	6	14
Average	None	None	None
Median	None	None	None

TABLE XXIX  
SPECIFIED AGE FOR RETIREMENT AS  
COMPARED TO MINISTERS AGE

	None	65 optional 67 mandatory	Age 65	Age 67	No age stated
25 to 29	1m	1a		1a	
30 to 34	18m	1a	1m		1a
35 to 39	13m	2a			
40 to 44	8m	2a			
45 to 49	8m	2a		1m	
50 to 54	8m				
55 to 59	11m	1a		1m	1m
60 to 64	11m	2a		1m	
65 to 69	1m 1i				
70 to 74	1m 2i			1i	
75 to 79	2m 2i				

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

with the youngest minister but specifying an age for retirement was a newer congregation started by the area office, which influenced that and other areas affecting the minister. Otherwise the minister or the associate minister of each of the churches that specified an age for retirement was at least age 55. Yet many churches with ministers or even associate ministers above or close to ages considered standard for retirement had no such provision.

#### X. ANNUAL REVIEW OF SALARY AND COMPENSATION

Table XXX shows the results of the question that dealt with provision by the churches for an annual review of salary and compensation. Over two-thirds of the ministers (68.9 per cent) and almost three-fourths of the associate ministers (71.4 per cent) served churches with such a provision. The question of how it was initiated and carried out and what church body was responsible, was answered with these responses: "finance committee review when preparing new budget, any proposal placed before board when new budget presented," "by the elders, to stewardship or budget to board, congregation to approve budget," "pastoral relations committee," "executive committee," "trustees for board," "personnel committee," "worship committee," "independent committee appointed by the President of the Board," "general board," and "cabinet." One associate minister stated that the church he served had two reviews the first year and one every year thereafter. A minister made this interesting observation, "done by finance department largely on basis of Treasurer's idea of what can be afforded." The interim

TABLE XXX  
ANNUAL REVIEW OF SALARY AND COMPENSATION

	Ministers	Interim ministers	Associate ministers
No answer	1		
No review	26	5	4
A review	60	1	10
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
Median	A review	No review	A review

ministers responded with 83.3 per cent of them indicating there was no provision for an annual review in the churches they served.

#### XI. INITIATIVE FOR LAST RAISE

Related to the question of provisions for annual reviews of salary and compensation, and preparing for the consideration of financial compensation in Chapter VI, the questionnaire asked who had been responsible in taking the initiative for the last raise in salary. Table XXXI shows the answers. Seventy ministers (80.4 per cent) and nine associate ministers (64.2 per cent) replied that others had taken the initiative. Two interim ministers (33.3 per cent) shared in that response. The other four interim ministers did not answer that question in the questionnaire. They were joined by nine ministers and two associate ministers in failing to respond. Two of those ministers made the comment, perhaps explaining their failure to respond one way or the other, "none since I came 4 1/2 years ago" and "none." Five ministers (5.7 per cent) and two associate ministers (14.2 per cent) responded that they themselves had initiated the action for their last raise. One minister stated, "I have independent sources of income. I take no salary for my preaching. 600 weddings a year net me better than \$12,000.00." Two ministers stated they and others both had taken the initiative to secure the last increase in salary. They were joined in that type of response by one associate minister. In all three categories of ministers the median response of those answering was that others had taken the initiative for the last raise.

TABLE XXXI  
INITIATIVE FOR LAST RAISE

	Ministers	Interim ministers	Associate ministers
Others	70	2	9
Yourself	5		2
Combination of both	2		1
No answer	9	4	2
Independent income	1		
Total	87	6	14
Median	others	No answer	others

## XII. SUMMARY

Chapter V has dealt with areas of the questionnaire that considered the various matters of personnel policies apart from financial compensation. The general tendency that the responses to the questionnaire indicated was that there were no written personnel policies, that there was no provision for participation by the minister in any inquiries about the resignation or removal of the minister, and that there were few provisions for educational or sabbatical leaves, sick leave, or for a set age for retirement. There was, however, the general tendency for the churches of the persons responding in the survey to have a job description, a procedure for the calling of the minister, guidelines for the resignation or removal of a minister, a specified vacation time, an arrangement for time off, and a provision for an annual review of salary and compensation, with the initiative being taken by others than the minister in securing the raise.

## CHAPTER VI

### FINANCIAL COMPENSATION IN THE CHRISTIAN CHURCHES

There has been a greater interest in many studies of the ministry when the subject has been financial compensation for the minister. Even in that area of employer-employee relationships, however, the author found the range of questions asked in the present study to have covered a wider area than any other studies of the Christian Churches (Disciples of Christ) of Southern California and Southern Nevada.

The compensation for a minister usually includes more than a base salary. There are, with advantages offered in the provisions of the Internal Revenue Service, reasons for a housing allowance provision. The questionnaire sought to discover information about those areas but also about automobile allowances, book allowances, any other allowances, fees or gifts, convention expenses, Pension Fund coverage, health and accident insurance, and any additional financial compensation or benefits.

Five questions of the questionnaire dealt with those varied forms of compensation. Because one of the questions asked in the questionnaire covered six areas which were viewed separately as well as a total together, eleven areas in all are dealt with in Chapter VI. Again, in viewing the financial compensation, the background data considered in Chapter IV was used to indicate relationships and tendencies. Comparisons were particularly made with the total of base salary, allowances, and fees.

## I. BASE SALARY

The first aspect of financial compensation to be studied was the base salary. Table XXXII shows the resulting scale. Base salaries ranged from nothing for one minister to \$11,700 for another minister. The minister with no base salary was the minister that reported that he had an independent income from wedding fees, mentioned in Chapter V on page 95. He took no base salary for his preaching. The average base salary for ministers was \$6,215.72. The interim ministers received an average base salary of \$5,500. The average for the associate ministers was \$4,946.54. The medians for the three categories of ministers was \$6,000, between \$5,040 and \$7,200, and \$4,800 respectively. The largest number of ministers in any one level of the scale was twelve ministers (13.7 per cent) with base salaries between \$6,000 and \$6,299.

When the base salary was compared with the size of the churches served by the ministers in the three categories, as is done in Table XXXIII, there appeared the general tendency for the base salary of ministers and interim ministers to be larger as the churches were larger in membership. Two ministers stood out from that general pattern. In one case the minister received only \$3,200 base salary while serving a church of 401 members. He, however, received the second largest housing allowance of anyone answering the questionnaire, \$3,600, and he received the largest automobile allowance, \$2,400. The second minister who stood out from the general pattern served a church with 317 members, and he received a base salary of \$9,400, the second highest paid in the

TABLE XXXII

BASE SALARY

	Ministers	Interim ministers	Associate ministers
\$ 0 to 2,699	1	1	
2,700 to 2,999	1		
3,000 to 3,299	1		1
3,300 to 3,599	1		
3,600 to 3,899			2
3,900 to 4,199			1
4,200 to 4,499	4	1	1
4,500 to 4,799	4		1
4,800 to 5,099	7	1	2
5,100 to 5,399	6		1
5,400 to 5,699	7		3
5,700 to 5,999	4		
6,000 to 6,299	12		
6,300 to 6,599	6		1
6,600 to 6,899	7		
6,900 to 7,199	4		
7,200 to 7,499	3	1	1
7,500 to 7,799	5	2	
7,800 to 8,099	2		
8,100 to 8,399	1		
8,400 to 8,699	4		
8,700 to 8,999	3		
9,000 to 9,299	1		
9,300 to 9,599	2		
9,600 and above (11,700)	1		
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
<b>Average</b>	<b>\$6,215.72</b>	<b>\$5,500</b>	<b>\$4,946.54</b>
<b>Median</b>	<b>\$6,000</b>	<b>between \$5,040 and 7,200</b>	<b>\$4,800</b>

TABLE XXXIII  
BASE SALARY AS COMPARED TO SIZE OF CHURCH

	1-100	101-200	201-300	301-400
\$ 0 to 2,699	1m	1i		
2,700 to 2,999	1m			
3,000 to 3,299	1m			
3,300 to 3,599			1a	
3,600 to 3,899				
3,900 to 4,199		1a		
4,200 to 4,499	1m 1i	1m	1m	1m
4,500 to 4,799		2m	2m	
4,800 to 5,099	1m	3m 1i	2m	1m
5,100 to 5,399	1m	3m	1m	1m
5,400 to 5,699	1m	3m	3m	1a
5,700 to 5,999		2m	1m	1m
6,000 to 6,299		3m	2m	4m
6,300 to 6,599		1m	1m	2m
6,600 to 6,899		1m	2m	2m
6,900 to 7,199				3m
7,200 to 7,499		1a		
7,500 to 7,799				
7,800 to 8,099				1m
8,100 to 8,399				
8,400 to 8,699				
8,700 to 8,999				
9,000 to 9,299				
9,300 to 9,599				1m
9,600 and above (11,700)				

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE XXXIII (continued)

401-500	501-600	601-700	701-800	801-900	901-1,000	1,001 & over
1m			1a		1a	
					1a	1a
					2a	
		1a		1a		1a
1m	1m		1m		1a	
1m	1m					
1m						
1m 1i	1m					1m
3m	1m	1m 1i		1i		
		1m				
1m			2m			1m
		1m	1m		1m	
					1m	
					1m	
					1m	

survey. With one of the best housing allowances, \$3,300, and a better than the average car allowance, \$1,200, that minister and his church indeed did stand out.

The tendency for the associate ministers was different from that of the other two categories of ministers. In that case, the tendency was for the associate ministers to receive a base salary on very much the same levels, no matter what size their churches were. There was only a very slight tendency for higher base salary in larger churches, and one associate minister in a church of 50 members seemed to upset that tendency completely. He received the highest base salary of any associate minister, \$7,200. He, and the other two associate ministers in smaller churches, were commented on in Chapter IV, pages 55 and 57. He was the associate minister with the minister who did not accept any base salary for himself because of the high income from weddings.

## II. HOUSING ALLOWANCE

The next consideration of the study was the matter of housing allowances. Table XXXIV reports the findings. Only two ministers, both with a major portion of their income coming from weddings and other fees and gifts, stated that they had no housing allowance provided. One other minister and one interim minister reported that they had no housing allowance because it was included in their base salary. The amount of housing allowances provided to the rest of the three categories of ministers varied from a low for one associate minister of \$1,000 up to a high of \$4,200 for one minister. Over one-third

TABLE XXXIV  
HOUSING ALLOWANCE

	Ministers	Interim ministers	Associate ministers
None	2		
Included in salary	1	1	
\$ 900 to 1,199			1
1,200 to 1,499	9	1	4
1,500 to 1,799	7		1
1,800 to 2,099	33	3	5
2,100 to 2,399	8		1
2,400 to 2,699	14	1	1
2,700 to 2,999	1		
3,000 to 3,299	4		1
3,300 to 3,599	2		
3,600 to 3,899	5		
3,900 to 4,199			
4,200 and above	1		
 Total	87	6	14
Average	\$2,053.28	\$1,516.66	\$1,735.71
Median	\$1,950	\$1,800	\$1,800

(37.9 per cent) of the ministers, one half of the interim ministers (50 per cent), and over one-third (35.7 per cent) of the associate ministers received from \$1,800 to \$2,099 in a housing allowance. The average housing allowance was \$2,053.28 for ministers, \$1,516.66 for interim ministers, and \$1,735.71 for associate ministers. The median was \$1,950 for ministers and \$1,800 for both the interim ministers and the associate ministers.

Table XXXV reports on the nature of the housing allowance, whether it was an allowance for housing and utilities, whether it was a parsonage supplied with or without a utilities allowance, or it was a parsonage supplied with all utilities paid by the church. Over two-fifths of the ministers and the associate ministers (44.8 per cent and 42.8 per cent respectively), plus over four-fifths of the interim ministers (83.3 per cent), did not indicate which type of housing provisions they received. The remainder of the interim minister and associate minister categories were provided with a housing allowance. Of the ministers indicating the nature of their housing allowance, almost two-thirds (64.5 per cent) indicated they received a housing allowance for housing and for utilities. Of those responding, three ministers (6.2 per cent) were provided a parsonage, four ministers (8.3 per cent) were provided a parsonage and a utilities allowance, and nine ministers (18.7 per cent) were provided with a parsonage with all utilities paid by the church. There was also one minister (2.0 per cent) that had neither a housing allowance nor a parsonage provided, but the utilities for where he lived were paid by the church.

TABLE XXXV  
NATURE OF HOUSING ALLOWANCE

	Ministers	Interim ministers	Associate ministers
No reply	39	5	6
Allowance	31	1	8
Parsonage	3		
Parsonage (and utilities allowance)	4		
Parsonage (and utilities paid directly by church)	9		
No allowance for house, but utilities paid by church	1		
 Total	87	6	14

### III. AUTOMOBILE ALLOWANCE

The next area of financial compensation considered was the area of an automobile allowance. Table XXXVI gives the responses. Out of all the ministers, only six (6.8 per cent) were provided with no kind of automobile allowance. Also only one interim minister (16.6 per cent) and one associate minister (7.1 per cent) had no such provision. Those individuals provided with an automobile allowance had allowances ranging in size from \$240 for one associate minister up to \$2,400 for one minister. Over one-fourth of the ministers (27.5 per cent) and one-half of the interim ministers (50.0 per cent) received allowances in the range from \$1,200 to \$1,499. The average allowance was \$966.29 for ministers, \$800 for interim ministers, and \$812.35 for associate ministers. The median was \$900 for ministers, between \$600 and \$1,200 for interim ministers, and between \$660 and \$900 for associate ministers.

In considering that portion of the questionnaire dealing with automobile allowance, Table XXXVII reports on the findings regarding the nature of the automobile allowance. Over one-half of the ministers (56.3 per cent), over four-fifths of the interim ministers (83.3 per cent), and over two-fifths of the associate ministers (42.8 per cent) did not indicate which type of automobile allowance they received. Of those indicating which type, nine-tenths of the ministers (92.1 per cent), the remaining interim minister, and the remaining associate ministers received an allowance to operate their own car. Three

TABLE XXXVI  
AUTOMOBILE ALLOWANCE

	Ministers	Interim ministers	Associate ministers
No allowance provided	6	1	1
\$ 1 to 299			1
300 to 599	5		
600 to 899	20	2	5
900 to 1,199	21		3
1,200 to 1,499	24	3	3
1,500 to 1,799	7		1
1,800 to 2,099	3		
2,100 to 2,399			
2,400	1		
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
<b>Average</b>	<b>\$966.29</b>	<b>\$800.</b>	<b>\$812.35</b>
<b>Median</b>	<b>\$900</b>	<b>between \$600 and \$1,200</b>	<b>between \$660 and \$900</b>

TABLE XXXVII  
NATURE OF AUTOMOBILE ALLOWANCE

	Ministers	Interim ministers	Associate ministers
No reply	49	5	6
Allowance	35	1	8
Car (and expenses allowance)			
Car and all expenses paid directly by church	3		
Total	87	6	14

ministers who responded (7.8 per cent) were provided with an automobile, and the church paid all the expenses. One of the ministers who received an automobile allowance of \$1,200 added that he was given a new car each year in his name by a church member.

#### IV. BOOK ALLOWANCE

When the possibility of a book allowance was considered, the results shown in Table XXXVIII indicated that none were received by nine-tenths (91.9 per cent) of the ministers or by any interim ministers or associate ministers. That meant that only seven ministers, out of eighty-seven ministers, six associate ministers, and fourteen associate ministers, received an allowance for books. Those seven men represented only 8.0 per cent of all the eighty-seven ministers surveyed. Their allowances ranged from \$20 up to \$350. Three (3.4 per cent) received \$100.

#### V. OTHER ALLOWANCES

The results concerning other allowances, shown in Table XXXIX, were similar to the results shown in Table XXXVIII. Over nine-tenths (93.1 per cent) of the ministers, over four-fifths (83.3 per cent) of the interim ministers, and all of the associate ministers responded that they had no other allowances. Six ministers (6.8 per cent) and one interim minister (16.6 per cent) reported some form of other allowance. Those allowances ranged from \$150 to \$600. The interim minister had an allowance of \$120 for, "Phone, postage, P.O. Box rent." The six

TABLE XXXVIII  
BOOK ALLOWANCE

	Ministers	Interim ministers	Associate ministers
None provided	80	6	14
\$ 20	1		
50	1		
100	3		
120	1		
350	1		
 Total	87	6	14
Median	None	None	None

TABLE XXXIX  
OTHER ALLOWANCES

	Ministers	Interim ministers	Associate ministers
None provided	81	5	14
\$100	1		
120	1	1	
150	1		
400	2		
600	1		
 Total	87	6	14
Median	None	None	None

ministers identified their other allowances as: "Community Contact (luncheon clubs, etc.)," "Ministers Discre. Fund," "to pay off school expenses," "Expense Acct.-All church-related activities," "Allowed \$200.00 vacation money, every summer. Allowed \$200.00 at Christmas season," and "Contingency Fund."

#### VI. FEES OR GIFTS

The response to receiving fees or gifts was much more affirmative than the response to a book allowance or to what was called other allowances. Less than one-fifth of the ministers (18.3 per cent), one-sixth of the interim ministers (16.6 per cent), and almost two-thirds of the associate ministers (64.2 per cent) reported no fees or gifts. Almost one-half of the ministers (48.2 per cent) received fees or gifts of less than \$200. The largest income from this source was \$12,000, or more, that one minister reported receiving for six hundred weddings a year. The second largest amount was \$5,200, equaling that minister's base salary. The average amount received, as Table XL shows, in the form of fees or gifts by ministers was affected by those large incomes. The average income for ministers was \$468.79 as compared to a median of \$200. For interim ministers the average of \$283.33 was closer to the median between \$200 and \$300. Associate ministers did not fare so well in this form of income, for their average was \$41.08 while the median was nothing. The highest income from fees and gifts for an associate minister was \$300, and as has been stated, a larger percentage of associate ministers did not receive any fees or gifts.

TABLE XL  
FEES OR GIFTS

	Ministers	Interim ministers	Associate ministers
None	16	1	9
\$ 1 to 200	42	2	4
201 to 400	13	2	1
401 to 600	7		
601 to 800	3	1	
1,000	2		
1,500	1		
3,600	1		
5,200	1		
12,000	1		
 Total	87	6	14
Average	\$468.79	\$283.33	\$41.08
Median	\$200	between \$200 and \$300	None

## VII. TOTAL OF SALARY, ALLOWANCES, AND FEES

When the total of the base salary, housing allowance, automobile allowance, book allowance, any other allowances, and the amount of fees or gifts were all totaled, it was possible to see a clearer picture of the spread of income received by the ministers, interim ministers, and associate ministers of the Christian Churches (Disciples of Christ) of Southern California and Southern Nevada. Table XLI shows that spread. The amount of income received from the total of the base salary, all allowances, and fees or gifts were spread from \$4,250 for one minister and \$4,320 for one interim minister up to \$15,800 for one minister. The highest income for an interim minister was \$11,500. The income for associate ministers ranged from \$5,305 for one woman associate and \$5,340 for one Japanese associate minister up to \$9,600 for the associate minister that served the same congregation as the minister that reported the largest income. Only one other man, an interim minister, reported an income of less than \$6,600. His income was \$4,700, but he added, "This will raise now that I am 72 years old."

The average total for base salary, allowances, and fees was \$9,631.59 for ministers. The average for interim ministers was \$8,120. Associate ministers received an average of \$7,554.76, the least of the three categories of ministers. The median total fit the same pattern of the ministers receiving far more than the interim ministers or the associate ministers. The medians were \$9,310, between \$6,990 and \$10,550, and between \$7,600 and \$7,740 for the three categories of

TABLE XLI  
TOTAL OF SALARY, ALLOWANCES, AND FEES

	Ministers	Interim ministers	Associate ministers
\$ 4,200- 4,499	1	1	
4,500- 4,799		1	
4,800- 5,099			
5,100- 5,399			2
5,400- 5,699			
5,700- 5,999			
6,000- 6,299			
6,300- 6,599			
6,600- 6,899	2		
6,900- 7,199	1	1	3
7,200- 7,499	3		1
7,500- 7,799	8		2
7,800- 8,099	9		
8,100- 8,399	4		4
8,400- 8,699	4		
8,700- 8,999	7		
9,000- 9,299	4		1
9,300- 9,599	5		
9,600- 9,899	4		1
9,900-10,199	3		
10,200-10,499	4		
10,500-10,799	2	2	
10,800-11,099	4		
11,100-11,399	4		
11,400-11,699	1	1	
11,700-11,999	3		
12,000-12,299	1		
12,300-12,599	2		
12,600-12,899			
12,900-13,199	2		
13,200-13,499	3		
13,500-13,799	2		
13,800-14,099	1		
14,100-14,399	1		
14,400-14,699			
14,700-14,999	1		
15,000 and over	1		
Total	87	6	14
Average	\$9,631.59	\$8,120	\$7,554.76
Median	\$9,310	between \$6,990 and 10,550	between \$7,600 and 7,740

ministers.

When the total income from base salary, allowances, and fees was compared with the different background data, some interesting tendencies showed. In Tables XLII and XLIII are shown the income compared with how long a person had been in his current position. For the ministers only a slight tendency was evident of an upper left to a lower right pattern in Table XLII. That tendency means that the longer the minister remained in a local church the more likely he was to receive a higher income. With interim ministers a pattern was less evident, but that pattern that was visible in Table XLIII indicated that with a higher salary they were in their current position a shorter span of time than if the church was paying less. This might have meant that churches paying a higher income to interim ministers, and probably also to ministers when called, were able to obtain a minister with less of an interim ministry period. Churches paying the interim minister a lesser amount would probably do the same for their minister, and it was harder for such a church to obtain a minister, necessitating a longer interim ministry. Except for the one woman associate minister and the one Japanese associate minister that had incomes about \$1,600 less than any other associate ministers, the tendency for the associate ministers in Table XLIII was for a higher income when the period of time in the position was longer.

Tables XLIV and XLV show the total of base salary, allowances, and fees compared to the length of time the person had been in the ministry. Except for one minister in a church of seventy-five members

TABLE XLII

TOTAL OF SALARY, ALLOWANCES, AND FEES OF MINISTERS  
AS COMPARED TO HOW LONG IN CURRENT POSITION

	Up to 11 mos.	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8 years	9 years	10 years	11 years	12 years	13 years	14 years	15 years	16 years	17 years	18 years	19 years	20 years	21 years	22 years	23 years	24 years	25 years	26 years	27 and over
\$ 4,200- 4,499		1																										
4,500- 4,799																												
4,800- 5,099																												
5,100- 5,399																												
5,400- 5,699																												
5,700- 5,999																												
6,000- 6,299																												
6,300- 6,599																												
6,600- 6,899		1	1																									
6,900- 7,199																			1									
7,200- 7,499		1	1	1																								
7,500- 7,799	2	1	2																									
7,800- 8,099	3	1	1	2	1																							
8,100- 8,399	1		3																									
8,400- 8,699	1	1		1	1																							
8,700- 8,999	1	1	2	1	2																							
9,000- 9,299		1	2																1									
9,300- 9,599		1		1	1	1													1									
9,600- 9,899		1			1	1																						
9,900-10,199		1				2																						1
10,200-10,499	1			1															1									
10,500-10,799			1																									
10,800-11,099	2		1																									
11,100-11,399				1															1									
11,400-11,699																			1									
11,700-11,999				1															1									
12,000-12,299					1																							
12,300-12,599					1															1								
12,600-12,899																												
12,900-13,199																		2										
13,200-13,499								1	1																			
13,500-13,799	1																											1
13,800-14,099																			1									
14,100-14,399																				1								
14,400-14,699																												
14,700-14,999																					1							
15,000-and over									1																			

TABLE XLIII

TOTAL OF SALARY, ALLOWANCES, AND FEES OF INTERIM MINISTERS  
AND ASSOCIATE MINISTERS AS COMPARED TO  
HOW LONG IN CURRENT POSITION

	Up to 11 mos.	1 year	2 years	3 years	4 years	5 years	6 years	7 years	8 years	9 years	10 years	11 years	12 years	13 years	14 and over
\$ 4,200- 4,499					1i										
4,500- 4,799															
4,800- 5,099															
5,100- 5,399															
5,400- 5,699															
5,700- 5,999															
6,000- 6,299															
6,300- 6,599															
6,600- 6,899															
6,900- 7,199															
7,200- 7,499															
7,500- 7,799															
7,800- 8,099															
8,100- 8,399															
8,400- 8,699															
8,700- 8,999															
9,000- 9,299															
9,300- 9,599															
9,600- 9,899															
9,900-10,199															
10,200-10,499															
10,500-10,799															
10,800-11,099															
11,100-11,399															
11,400 and over															

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE XLIV

TOTAL OF SALARY, ALLOWANCES, AND FEES OF MINISTERS  
AS COMPARED TO YEARS IN MINISTRY

	0-2 years	3-5 years	6-8 years	9-11 years	12-14 years	15-17 years	18-20 years	21-23 years	24-26 years	27-29 years	30-32 years	33-35 years	36-38 years	39-41 years	42-44 years	45-47 years	48-50 years	51-53 years	54-56 years	57-59 years
\$ 4,200- 4,499											1									
4,500- 4,799																				
4,800- 5,099																				
5,100- 5,399																				
5,400- 5,699																				
5,700- 5,999																				
6,000- 6,299																				
6,300- 6,599																				
6,600- 6,899																	1			
6,900- 7,199																				
7,200- 7,499																				
7,500- 7,799																				
7,800- 8,099																				
8,100- 8,399																				
8,400- 8,699																				
8,700- 8,999																				
9,000- 9,299																				
9,300- 9,599																				
9,600- 9,899																				
9,900-10,199																				
10,200-10,499																				
10,500-10,799																				
10,800-11,099																				
11,100-11,399																				
11,400-11,699																				
11,700-11,999																				
12,000-12,299																				
12,300-12,599																				
12,600-12,899																				
12,900-13,199																				
13,200-13,499																				
13,500-13,799																				
13,800-14,099																				
14,100-14,399																				
14,400-14,699																				
14,700-14,999																				
<u>15,000 and over</u>																	1			

TABLE XLV

TOTAL OF SALARY, ALLOWANCES, AND FEES OF INTERIM MINISTERS  
AND ASSOCIATE MINISTERS AS COMPARED TO  
YEARS IN MINISTRY

	0- 2 years	3- 5 years	6- 8 years	9-11 years	12-14 years	15-17 years	18-20 years	21-23 years	24-26 years	27-29 years	30-32 years	33-35 years	36-38 years	39-41 years	42-44 years	45-47 years	48-50 years	51-53 years	54-56 years	57-59 years
\$ 4,200- 4,499																				1i
4,500- 4,799																				1i
4,800- 5,099																				
5,100- 5,399																				
5,400- 5,699																				
5,700- 5,999																				
6,000- 6,299																				
6,300- 6,599																				
6,600- 6,899																				
6,900- 7,199																				1i
7,200- 7,499																				
7,500- 7,799																				
7,800- 8,099																				
8,100- 8,399																				
8,400- 8,699																				
8,700- 8,999																				
9,000- 9,299																				1a
9,300- 9,599																				
9,600- 9,899																				1a
9,900-10,199																				
10,200-10,499																				
10,500-10,799																				1i 1i
10,800-11,099																				
11,100-11,399																				
11,400 and over																				1i

i This symbol was for interim ministers.

a This symbol was for associate ministers.

who after thirty-three years in the ministry received only \$4,250 in salary, allowances, and fees, a slight pattern in Table XLIV was for ministers with fewer years in the ministry to receive a lower income. As the length of years in the ministry increased, there was the tendency for some of the ministers to continue to receive about the same income as ministers starting out in the ministry while others received higher incomes up to over twice the income of newer ministers. When the average income of each age grouping was considered, the results ranged from \$7,900 for the minister who had been in the ministry five months up to \$13,300 for the minister who had been in the ministry fifty-seven years.

The tendency for the interim ministers category in Table XLV was that they all had been in the ministry many years, and the length of time made no difference in the amount of income received as an interim minister. They were all in the ministry from forty-five to fifty-five years, but they received from \$4,320 up to \$11,500. The associate ministers showed a tendency for income to increase slightly for some of them as they were in the ministry longer. The pattern was from the upper left across to the right as longer years were represented in the ministry and slightly down for increased income. There were the same two exceptions as one woman and one Japanese associate minister received less than others in the group.

When the total income of salary, allowances, and fees were compared with the age of the person questioned in the questionnaire, the results, shown in Table XLVI, were very similar to the patterns seen in

TABLE XLVI

## TOTAL OF SALARY, ALLOWANCES, AND FEES AS COMPARED TO AGE

	25-29	30-34	35-39	40-44
\$ 4,200- 4,499				
4,500- 4,799				
4,800- 5,099				
5,100- 5,399				
5,400- 5,699				
5,700- 5,999				
6,000- 6,299				
6,300- 6,599				
6,600- 6,899				
6,900- 7,199		1a 1m	1a	
7,200- 7,499		1a 1m		1m
7,500- 7,799		4m		1a 1m
7,800- 8,099	1m	4m	3m	
8,100- 8,399			1a 1m	1a
8,400- 8,699		2m		
8,700- 8,999		3m		2m
9,000- 9,299		1m		
9,300- 9,599		1m	1m	1m
9,600- 9,899			3m	1m
9,900-10,199		1m	2m	
10,200-10,499			1m	
10,500-10,799				
10,800-11,099		1m		1m
11,100-11,399			1m	
11,400-11,699				
11,700-11,999				
12,000-12,299			1m	
12,300-12,599				
12,600-12,899				
12,900-13,199				
13,200-13,499				
13,500-13,799				1m
13,800-14,099				
14,100-14,399				
14,400-14,699				
14,700-14,999				
<u>15,000 and over</u>				

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE XLVI (continued)

Tables XLI<sub>4</sub>V and XLV. Each of the descriptions applying to the comparison of income with the length of time in the ministry seems to fit equally well the comparison of income with the age of the minister, interim minister, or associate minister. There seemed to be a similarity between how long a man had been in the ministry and how old he was in age, when compared to income.

The next comparison, reported in Table XLVII, was between the income and the marital status and children of the person questioned. The interim ministers were all in the same situation of being married but with no children in the home, so there was no pattern there except straight up and down as the income varied for the different men in that category. For the ministers there was no definite pattern discernible. There appeared to be a slight pattern indicating that higher incomes were received by married ministers with one or two children living in the home or away at college but still dependent on the home. In that pattern it appeared ministers with more children or less children than that received less income. However, a consideration of all the incomes in each category of marital status led to the discovery that there was very little difference in the incomes of ministers, whether there was one child or five children in the home. There was a slightly lower income for ministers who were married with no children living at home. Widowers received a slightly higher income than did the men in other categories. Whether a pattern for more than certain individuals or one that would hold true with a larger number of individuals in the same classification, the one minister that was separated or divorced and the

TABLE XLVII

## TOTAL OF SALARY, ALLOWANCES, AND FEES AS COMPARED TO MARITAL STATUS

	Single	Separated/ divorced	Widower
\$ 4,200- 4,499			
4,500- 4,799			
4,800- 5,099			
5,100- 5,399		1a	
5,400- 5,699			
5,700- 5,999			
6,000- 6,299			
6,300- 6,599			
6,600- 6,899			
6,900- 7,199		1a	
7,200- 7,499		1a	1m
7,500- 7,799			
7,800- 8,099			
8,100- 8,399			
8,400- 8,699			
8,700- 8,999			
9,000- 9,299			
9,300- 9,599			
9,600- 9,899			1m
9,900-10,199			
10,200-10,499			1m
10,500-10,799			
10,800-11,099			
11,100-11,399			
11,400-11,699			
11,700-11,999			
12,000-12,299			
12,300-12,599			
12,600-12,899			
12,900-13,199			
13,200-13,499			1m
13,500-13,799			
13,800-14,099			
14,100-14,399			
14,400-14,699			
14,700-14,999			
15,000 and over			

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE XLVII (continued)

three associate ministers, two of them women, that were single all received less income than the general tendency of the ministers or the associate ministers. Those individuals' ages ranged from twenty-five to fifty-seven with the other two being forty-two and forty-four years old.

The comparison of salary, allowances, and fees with the highest education attained is reported in Table XLVIII. There was a tendency, in the author's opinion of this comparison, for the ministers in the survey with the greater amount of education to receive larger incomes. The most vivid exception was the minister who made such a large portion of his income from wedding fees and had no formal schooling beyond the fourth grade. There was the same general tendency for the associate ministers but with the rise in income being much less noticeable. The interim ministers showed a steeper rise in income for a lesser degree of variation in education. The three better paid interim ministers all had at least graduated from seminary while the three lower paid interim ministers all had graduated from college but had not graduated from seminary.

When income was compared with the size of the church, as is done in Table XLIX, the pattern for the ministers was a strong upper left to lower right design, indicating the larger the church the larger the income for the minister. Two ministers stood out from that pattern. One was the minister with a small church but with over \$12,000 a year in wedding fees. The second minister, referred to on pages 99 and 103, received a better than average income for that size congregation. The

TABLE XLVIII

TOTAL OF SALARY, ALLOWANCES, AND FEES AS COMPARED TO  
HIGHEST EDUCATIONAL LEVEL ATTAINED

High school grad or less	Some college	College grad
\$ 4,200- 4,499		
4,500- 4,799		
4,800- 5,099		
5,100- 5,399		
5,400- 5,699		
5,700- 5,999		
6,000- 6,299		
6,300- 6,599		
6,600- 6,899		
6,900- 7,199		1a
7,200- 7,499		
7,500- 7,799	1m	
7,800- 8,099		
8,100- 8,399		1m
8,400- 8,699		
8,700- 8,999		
9,000- 9,299		
9,300- 9,599		1m
9,600- 9,899		
9,900-10,199		
10,200-10,499		
10,500-10,799		
10,800-11,099		
11,100-11,399		
11,400-11,699		
11,700-11,999		
12,000-12,299		
12,300-12,599		
12,600-12,899		
12,900-13,199		
13,200-13,499	1m	
13,500-13,799		
13,800-14,099		
14,100-14,399		
14,400-14,699		
14,700-14,999		
15,000 and over		

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE XLVIII (continued)

TABLE XLIX

TOTAL OF SALARY, ALLOWANCES, AND FEES AS COMPARED TO SIZE OF CHURCH

	1-100	101-200	201-300	301-400
\$ 4,200- 4,499	1m 1i			
4,500- 4,799		1i		
4,800- 5,099				
5,100- 5,399			1a	
5,400- 5,699				
5,700- 5,999				
6,000- 6,299				
6,300- 6,599				
6,600- 6,899		1m	1m	
6,900- 7,199		1m 1i		1a
7,200- 7,499	2m		1m	
7,500- 7,799	1m	1a	5m	1m
7,800- 8,099			7m	2m
8,100- 8,399			2m	2m
8,400- 8,699			2m	2m
8,700- 8,999	1m		3m	2m
9,000- 9,299		1a	1m	1m
9,300- 9,599				2m
9,600- 9,899			1m	2m
9,900-10,199				2m
10,200-10,499			1m	2m
10,500-10,799				2m
10,800-11,099				
11,100-11,399				3m
11,400-11,699				
11,700-11,999				
12,000-12,299				
12,300-12,599				
12,600-12,899				
12,900-13,199				
13,200-13,499	1m			
13,500-13,799				
13,800-14,099				
14,100-14,399				1m
14,400-14,699				
14,700-14,999				
15,000 and over				

m This symbol was for ministers.

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE XLIX (continued)

interim ministers had a strong pattern from the upper left to the lower right, indicating a strong tendency for the income to the interim minister to be larger when the church served was larger. The tendency, except for two men, was for the income for the associate ministers to increase slightly, much less than in the case of either of the other two categories of ministers surveyed, as the church was larger. One of the exceptions was the associate who was to become the minister after six months to a year of a congregation of sixty-six members. The other exception, with the second highest income in the group, was the associate of the congregation with fifty members that had the minister with the large income from weddings.

Tables L and LI show the comparison of the total of base salary, allowances, and fees with the church budget. The patterns, tendencies, and even the exceptions were the same as those when the income was compared with the size of the church. That again pointed out the close relationship of the size of the church to the budget of the church as Table XII on page 60 in Chapter IV showed.

#### VIII. CONVENTION EXPENSES

An area in which many of those questioned said that they had additional compensation was in the provision by the church for expenses to conventions. Table LII gives the tabulation of the response. Twenty ministers (22.9 per cent) and seven associate ministers (50.0 per cent) indicated no convention expenses. Twenty-five ministers (28.7 per cent) and four associate ministers (28.5 per cent) received from \$201 to

TABLE L

TOTAL OF SALARY, ALLOWANCES, AND FEES OF MINISTERS  
AS COMPARED TO CHURCH BUDGET

\$	9,000- 12,000- 18,000- 24,000- 30,000- 36,000- 42,000- 48,000- 54,000- 60,000- 66,000- 72,000- 78,000- 84,000- 90,000- 96,000- 102,000- 108,000- 114,000- 120,000- 126,000- 132,000- 138,000- 144,000- 150,000-	11,999 17,999 23,999 29,999 35,999 59,999 65,999 71,999 83,999 89,999 95,999 101,999 107,999 113,999 119,999 125,999 131,999 137,999 143,999 149,999 155,999
\$ 4,200- 4,499	1	
4,500- 4,799		
4,800- 5,099		
5,100- 5,399		
5,400- 5,699		
5,700- 5,999		
6,000- 6,299		
6,300- 6,599		
6,600- 6,899	1 1	
6,900- 7,199	1	
7,200- 7,499	2 1	
7,500- 7,799	4 3 1	
7,800- 8,099	1 3 2 2 1	
8,100- 8,399	1 1 1 1	
8,400- 8,699	1 1 2	
8,700- 8,999	1 2 4	
9,000- 9,299	2 1 1	
9,300- 9,599	2 2 1	
9,600- 9,899	1 1 1 1	
9,900-10,199	1 1 1	
10,200-10,499	2 1 1	
10,500-10,799	1 1	
10,800-11,099	3 1	
11,100-11,399	1 1 2	
11,400-11,699	1	
11,700-11,999	1 1 1 1	
12,000-12,299	1	
12,300-12,599	1 1	
12,600-12,899		
12,900-13,199	1 1	
13,200-13,499	1 1 1 1	
13,500-13,799		
13,800-14,099	1	
14,100-14,399		
14,400-14,699		
14,700-14,999	1	
15,000 and over	1	

TABLE LI

TOTAL OF SALARY, ALLOWANCES, AND FEES OF INTERIM MINISTERS  
AND ASSOCIATE MINISTERS AS COMPARED TO CHURCH BUDGET

\$ 4,200- 4,499	1i				
4,500- 4,799	1i				
4,800- 5,099					
5,100- 5,399	1a			1a	
5,400- 5,699					
5,700- 5,999					
6,000- 6,299					
6,300- 6,599					
6,600- 6,899					
6,900- 7,199	1i	1a	1a	1a	1a
7,200- 7,499		1a			
7,500- 7,799	1a			1a	
7,800- 8,099					
8,100- 8,399			1a	1a	1a 1a
8,400- 8,699					
8,700- 8,999					
9,000- 9,299	1a				
9,300- 9,599					
9,600- 9,899					1a
9,900-10,199					
10,200-10,499					
10,500-10,799		1i	1i		
10,800-11,099					
11,100-11,399					
11,400 and over			1i		

i This symbol was for interim ministers.

a This symbol was for associate ministers.

TABLE LII  
CONVENTION EXPENSES

	Ministers	Interim ministers	Associate ministers
None	20		7
As needed	10		
\$ 1-100	4	2	
101-200	8	2	1
201-300	25	1	4
301-400	10		2
401-500	7	1	
501-600	2		
601-750	1		
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
Average	\$238.24	\$216.66	\$145
Median	\$300	between \$150 and \$200	between none and \$200

\$300 in expenses, the bracket with the largest number of ministers or associates who had received convention expenses. Expenses provided to ministers ranged from \$60 up to \$750. In the interim category, the range was from \$50 up to \$500. Those associate ministers who did receive convention expenses received from \$200 to \$400. The average expenses allowed was for ministers \$238.24, for interim ministers \$216.66, and for associate ministers \$145. The medians were \$300, between \$150 and \$200, and between none and \$200 for the respective groups.

#### IX. PENSION FUND COVERAGE

When the question of whether the church provided coverage for the individuals questioned within the brotherhood pension plan, the Pension Fund of Christian Churches (Disciples of Christ), or within some other arrangement, the answers are reported in Table LIII. Over nine-tenths of all the ministers (90.8 per cent), over four-fifths of the interim ministers (83.3 per cent), and almost three-fourths of the associate ministers (71.4 per cent) were covered within the Pension Fund. Of that group sixteen ministers, two interim ministers, and one associate minister received coverage with the church paying the full 12 per cent dues. Sixty-three ministers, three interim ministers, and nine associate ministers were in churches paying 9 per cent dues for the church's share and leaving the other 3 per cent to be paid by the member. Those percentage dues were based on the base salary, and automobile allowance if desired, plus on the housing allowance if it were an allowance. If

TABLE LIII  
PENSION FUND COVERAGE

	Ministers	Interim ministers	Associate ministers
None	4	1	2
9 per cent	63	3	9
12 per cent	16	2	1
Other specified	4		2
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
<b>Median</b>	<b>9 per cent</b>	<b>9 per cent</b>	<b>9 per cent</b>

the church has a parsonage which the minister is provided rent free, 15 per cent of the base salary is added to the amount on which the dues are paid.

Only four ministers (4.5 per cent) and two associate ministers (14.2 per cent) had no coverage of any kind. There was also one interim minister that reported he was not being covered because he was receiving his pension. There were four ministers, again 4.5 per cent, and two associate ministers, again 14.2 per cent, who had provided for them by the church they were serving some other kind of coverage for retirement. They stated they were receiving: "12 % paid in cash for private investment," "10 % of base salary," "mutual funds, 9 % of gross," "\$550," "\$800 designated for a retirement program," and "Church pays their part of Social Security."

#### X. HEALTH AND ACCIDENT INSURANCE

When asked if their churches provided health and accident insurance, the response was overwhelmingly negative. As Table LIV shows, nearly seven-eighths of the ministers (87.3 per cent), all of the interim ministers, and over nine-tenths of the associate ministers (92.8 per cent) served churches where there was no such provision. Eleven ministers and one associate minister in all the survey had some form of health and accident insurance. One of the ministers and the associate minister served the same congregation, meaning only eleven churches in the survey provided this type of insurance. Some of the statements were: "H. & A. policy paid in full," "80 % deductible

TABLE LIV  
HEALTH AND ACCIDENT INSURANCE

	Ministers	Interim ministers	Associate ministers
None	76	6	13
Some coverage	11		1
<b>Total</b>	<b>87</b>	<b>6</b>	<b>14</b>
Median	None	None	None

hospitalization," "group insurance for staff," and "Blue Cross."

#### XI. ADDITIONAL FINANCIAL COMPENSATION OR BENEFITS

To try to include any form of compensation or benefits that was provided to the ministers, interim ministers, and associate ministers in the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada, a question to discover any such provisions was asked. Table LV gives the findings. All of the interim ministers and the associate ministers responded that they received no other form of compensation or benefits. Nine-tenths (90.8 per cent) of the ministers also indicated that they had received none. Eight ministers (9.1 per cent) reported some form of compensation or benefit, two of whom did not identify the nature of that benefit. Two men were given a life insurance policy, two were given help on meeting Social Security payments as well as their Pension Fund dues mentioned earlier, and two men had been given a new car. In one of the latter situations, it was an annual gift of "a new Pontiac Bonneville each year."

#### XII. SUMMARY

Chapter VI has dealt with the area of the questionnaire that reflected various aspects of financial compensation. The responses indicated that there were few churches that provided the ministers, interim ministers, or associate ministers with such benefits as a book allowance, other allowances than housing and automobile, or health and accident insurance coverage. Most churches paid not only a base salary

TABLE LV  
ADDITIONAL FINANCIAL COMPENSATION OR BENEFITS

	Ministers	Interim ministers	Associate ministers
None	79	6	14
Life insurance policy	2		
New car	2		
Help on Social Security	2		
Other benefits	2		
 Total	87	6	14
Median	None	None	None

but also a housing allowance and automobile allowance in some form. Most ministers and interim ministers, but only a minority of the associate ministers, received extra fees and gifts. In the matter of convention expenses, associate ministers were divided evenly between those that were provided with such and those who were not. Ministers and interim ministers were granted convention expenses usually. In all three categories of ministers participation in the Pension Fund was indicated.

## CHAPTER VII

### CONCLUSIONS

As the rest of the results of the material in the study of the personnel policies and compensations were considered, several conclusions were evident to the author. Although the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada were not doing everything that they could, and some in fact were doing nothing except provide a minimum base salary and perhaps a small allowance and vacation, there were encouraging indications in the picture as a whole. There were congregations of differing size memberships and budgets that were alert to various provisions that they could make for their ministers. In each of the areas considered there was always one church or more that set an example as a thoughtful and practical provider. If more of the churches in the area surveyed had done as well as the few, there would be a better employer-employee relationship between churches and their ministers. One conclusion that has been arrived at was that there needs to be a greater sharing of what the different churches are doing. If churches were presented those ideas in a manner that stimulated Christian concern to know and to do more about improved church-minister relationships, such a sharing might bring about far different results than those the author's study indicated. Presenting those ideas to local congregations is one thing perhaps that the Commission on the Ministry of the Christian Churches (Disciples of Christ) of Southern California and Southern Nevada could do.

There is a need in the local church for a ministerial relations committee, whether it actually has that name or not. The survey showed that there were provisions in over two-thirds of the churches served by the ministers and the associate ministers for an annual review of salary and compensation. As was reported in Chapter V on page 93, the church body responsible varied in different congregations. The responsibility rested with the stewardship or finance committee in more churches than it did with such bodies as the elders, the pastoral relations committee, the executive committee, the trustees, the general board, or the worship committee. In relations with the ministers of a church, more than an annual financial review is needed. What appeared to be needed was a committee to whom the ministers could go at any time during the year and about other matters as well as finances. Such a committee needs to be encouraged by area and national guidelines for constitutions and local church organizations so that there would be a greater number of them. The advantages would include the fact that there would exist a standing committee to whom ideas shared from other congregations could be sent.

Even where standing committees do not already exist, ideas and encouragement should be sent, as has been done, to the board chairmen or other responsible leaders in the church, not just to the minister. While the study reported was being made, an invitation for local churches to participate in a group health and accident insurance program for the ministers of the local congregations has been publicized, not only to the ministers, but also to the board chairmen. While many ministers might feel no problem in their personally promoting such a

benefit for themselves, many would feel that they could not and would not themselves introduce the idea. When a permanent ministerial relations committee existed, it would be another, and in fact the best, place for promotional material to be sent.

The availability to the local congregations of the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada of such a plan as the health and accident policy now being offered is an indication of the growing awareness of and concern about the problems that exist and is an indication also of the attempt to offer a solution to at least one phase of the problems.

#### I. OTHER HELPING PROFESSIONS

In comparing the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada with certain other helping professions in Southern California, it was found that the churches that had been studied had no written personnel policies spelled out in detail as did agencies like the American National Red Cross, Los Angeles Chapter, or the Young Men's Christian Association of Los Angeles.

The author, after studying the personnel policies of the American National Red Cross, Los Angeles Chapter, was left with the impression that it was a large and efficient operation. Its personnel policies were the most business-like studied, both in form and spirit. Although the Young Men's Christian Association of Los Angeles also had detailed personnel policies, they left the author with a different impression than the American National Red Cross, Los Angeles Chapter. The Young

Men's Christian Association of Los Angeles, even in the printed form of its personnel policies, seemed to portray an institution with a greater concern for its employees and their needs. The written policies evidenced a spirit or attitude of greater generosity to and benefits for the employees, and there was evident an attitude of not only saying it but also wanting to be sure that a man would get that which he had been provided. Policies, such as were stated by the Young Men's Christian Association of Los Angeles, not only stipulated pay periods and gave detailed job descriptions, but they also specified holidays or made provision for substitutes when work interfered, and made provisions for some vacation time even during the first year of employment. The attitude that the Young Men's Christian Association of Los Angeles seemed to have was much like one would hope the churches might have if policies were ever more detailed than the study revealed in the churches indicated.

When the personnel policies of another agency, the Los Angeles Council of the Boy Scouts of America, were studied, the author had the feeling there was a lot of hearsay about policies and yet a great deal of expectations of the employee. There was no job description, and a great deal was left to verbal agreements. It was evident many Christian Churches (Disciples of Christ) in Southern California and Southern Nevada had more written personnel policies than did the Los Angeles Council of the Boy Scouts of America. For the most part, the churches surveyed were more generous in salaries than that agency. Ministers had better vacation provisions. Having talked with a

personnel officer for the Los Angeles Council of the Boy Scouts of America, the impression was given to the author that that employer expected a self-sacrificing and family-sacrificing dedication by the employee. As the personnel officer was quoted, in Chapter II, on page 31, "A man works until he gets his work done," and "Each man is expected to work nights and weekends in this line of work." The author doubted that the churches, even while not having work schedules, would express quite so bluntly an attitude like that. In fact the churches generally specified time off each week, while there were no such provisions stated by the personnel officer for the Los Angeles Council of the Boy Scouts of America.

## II. OTHER PROTESTANT DENOMINATIONS

When the practices of other Protestant denominations in Southern California were compared to the practices in the Christian Churches (Disciples of Christ), there were certain areas where there were definite similarities. All groups had a pension plan. Except for the uniform salaries in the Seventh Day Adventist Church that eliminated any need for ministerial changes for the purpose of financial improvement, and the minimum salary and automobile allowance fund in the Methodist Church, the matter of salary was largely a local matter. The United Church of Christ offered a health and accident policy, as has been mentioned is now being offered by the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada. All the denominations of churches studied had a procedure spelled out for the

call of the minister, although they varied in form from one extreme in the Methodist Church where a bishop, with the local church in an advisory capacity, appointed the minister, to, at the other extreme, in the Christian Churches (Disciples of Christ), where the call of the minister was by the local congregation with the area minister in an advisory capacity. The Seventh Day Adventist Church was similar to the latter position, while the ministers of the United Presbyterian Church in the United States of America were voted upon by the local congregations, but the relationship was established or dissolved only by the presbytery.

### III. PERSONNEL POLICIES IN THE CHRISTIAN CHURCHES

#### (DISCIPLES OF CHRIST)

In studying the findings on personnel policies in the Christian Churches (Disciples of Christ) in Southern California and Southern Nevada, the author found that generally in the local churches there were not very many personnel policies spelled out in great detail. Policies that existed were usually vague and general statements, whether the consideration was job descriptions, provisions for sick leave, or provisions for an annual salary review. Yet there was usually in some way a salary review, even if it was only the budget committee going over the compensation at the time they made the budget. It was also evident, even though there were few churches with written provisions for sick leave, that the churches did in many instances care for their ministers in times of illness. There was the case of the minister reported on in

Chapter V on pages 38 and 90 who had been bedridden with cancer for three months yet the full salary continued. Two other comments from two associate ministers, in answering that there was no written provision for sick leave, were: (1) "None. Just get well and hurry back. Pay goes on," and (2) "When you are ill and need to stay home, you do, without any reduction in salary."

Those statements were indicative of the general spirit and attitude of the answers to many questionnaire items. Although policies were not spelled out in great detail, the ministers usually indicated a generous attitude on the part of the churches they served.

#### IV. FINANCIAL COMPENSATION IN THE CHRISTIAN CHURCHES (DISCIPLES OF CHRIST)

When financial compensation was considered, there was evidence that ministers and associate ministers were paid more when they stayed in one position longer. There also seemed to be an indication of a tendency for the incomes of some ministers to rise very little over the years while others, because of ability or perhaps other reasons, doubled their income.

When the category of associate minister was studied separately, it was evident that they received lower incomes than the ministers with whom they served, but, when serving as an associate minister early in their ministries, they received comparable incomes to the incomes of most the ministers with the same amount of experience in the ministry. Only as the years mounted did the salary of the associate ministers

begin to lag behind the income of the ministers with the same amount of experience, for the associate minister's income tended to remain on a plateau with very little increase in income over that of the associate ministers with less experience. The associate ministers received less than the ministers in convention expenses, base salary, housing allowance, automobile allowance, and fees. None of the associate ministers received any book or other allowances. This implies that a man serving as an associate minister, even with lengthy experience in the ministry, can not expect to receive as much total income, particularly in the areas of allowances and fees, as a minister with the same experience.

Interim ministers averaged more in base salary and fees than the associate ministers did. They averaged less in housing allowances and automobile allowances, perhaps because their relationship to the church was of a less permanent nature.

#### V. A CONTINUING OPPORTUNITY

The author's attempt to survey the practices of the Christian Churches (Disciples of Christ) in the areas of personnel policies and financial compensation has been limited to the geographical area of Southern California and Southern Nevada, but the need to understand the problems and to meet the challenge for better relationships between congregations and their ministers knows no geographical boundary. It is hoped that the results of the study made by the author will be of help to the Commission on the Ministry of the Christian Churches (Disciples of Christ) of Southern California and Southern Nevada as that

commission seeks to deal with matters of personnel practices and policies as well as financial compensation for ministers. It is also hoped the information reported will be of help to others in Southern California and elsewhere interested in and seeking to use the great opportunity that exists in providing the best possible relationships between ministers and the congregations they serve. May some words be remembered, whose spirit or intent, in the author's opinion, are a fitting ending to the study. Included in several of the constitutions returned with the questionnaire were the words: "The congregation and the minister shall remember that their relationship is more than a mere contract and conduct themselves accordingly in the spirit of Christ."

## **BIBLIOGRAPHY**

## BIBLIOGRAPHY

American National Red Cross, Los Angeles Chapter. Personnel Policies and Practices. Los Angeles: American National Red Cross, Los Angeles Chapter, 1965.

Blake, Eugene Carson. Presbyterian Law for the Local Church. Philadelphia: The Office of the General Assembly, The United Presbyterian Church in the United States of America, 1963.

Doctrines and Discipline of the Methodist Church. Nashville: The Methodist Publishing House, 1964.

The General Assembly of the United Presbyterian Church in the United States of America. The Constitution of the United Presbyterian Church in the United States of America. Philadelphia: The Office of the General Assembly of the United Presbyterian Church in the United States of America, 1963.

Johns, Ray. Executive Responsibility. New York: Association Press, 1954.

Johnson, F. Ernest and Ackerman, J. Emory. The Church as Employer, Money Raiser, and Investor. New York: Harpers and Brothers, 1959.

Journal of the Southern California-Arizona Annual Conference The Methodist Church. Los Angeles: The Methodist Publishing House, 1965.

Lurie, Harry L. (ed.). Encyclopedia of Social Work. Fifteenth Issue. New York: National Association of Social Workers, 1965.

"Ministers' Pay Remains Below Other Professions," The Interchurch News, (New York: National Council of Churches) VI:4 (December, 1964).

National Board of YMCAs. Suggested Personnel Practices for Local YMCAs. New York: Association Press, 1962.

National Board of YMCAs. Qualifications and Training for the Secretarship of the Young Men's Christian Association. New York: Association Press, 1965.

Tootle, Harry King. Employees are People. New York: McGraw-Hill, 1947.

The Uniting General Synod of the United Church of Christ. Eden: 1957.

Whyte, William Foote. Money and Motivation. New York: Harper and Brothers, 1955.

The Young Men's Christian Association of Los Angeles. Personnel Policy for Professional Employees. Los Angeles: The Young Men's Christian Association of Los Angeles, 1964.

## **APPENDIX**

## QUESTIONNAIRE

A STUDY OF PERSONNEL GUIDELINES AND POLICIES OF THE CHRISTIAN  
CHURCHES (DISCIPLES OF CHRIST) OF SOUTHERN CALIFORNIA

1. By what title are you identified? (such as pastor, minister, associate minister, minister of education, etc.)

---

2. How long have you been in your current position? \_\_\_\_\_

3. How many years have you been in the ministry? \_\_\_\_\_

4. What is your age? \_\_\_\_\_

5. What is your marital status?

Married

Single

Widowed

Separated or divorced

6. How many children are there living at your home? (including college students still dependent on the home)

---

7. What is the highest educational level you attained?

High school graduation or less

Some college or post high school training

College graduation

College graduation plus some seminary

College graduation plus seminary graduation

College and seminary graduation, plus additional graduate work

8. What degrees do you hold?

College, University, or Seminary

Degree

Date awarded

---



---



---

9. What job description is there for your position? (If written, a copy of the job description would be appreciated for the purpose of this research)

---

---

10. Have personnel policies applying to you ever been spelled out in writing?

Yes  No

If yes, when? At time of call

By later action with your participation

By later action without your participation

(If yes, a copy would be appreciated for the purpose of this research)

11. What is the procedure for the calling of the minister? \_\_\_\_\_

---

---

---

If written, is this: a brotherhood prepared guideline

a locally prepared guideline

(If locally prepared, a copy would be appreciated for the purposes of this research)

12. What guidelines are there for the resignation or removal of a minister in your church? (if written, a copy would be appreciated for the purposes of this research)

---

---

---

What provision is there for your participation in such an inquiry or decision or for participation in discussion leading to such?

---

---

---

13. Does your church specify a definite length of paid vacation time?

Yes  No

If yes, how long? \_\_\_\_\_

14. Is there an arrangement for a specific day(s) off?

Yes  No

If yes, how long? \_\_\_\_\_

15. Does your church provide an arrangement for educational or sabbatical leaves?

Yes  No

If yes, specify \_\_\_\_\_

\_\_\_\_\_

16. What arrangement is there for sick leave? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

17. Is there a specified age for retirement?

Yes  No

If yes, at what age? \_\_\_\_\_

18. Is there provision by your church for an annual review of salary and compensation?

Yes  No

If yes, how is it initiated and carried out? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

If yes, what church body is responsible? (such as personnel committee, elders, general board, or pastoral relations committee)

\_\_\_\_\_

19. Considering how your last raise in salary came about, did another individual(s) or you take the initiative to secure the increase?

Another individual(s)  Yourself

20. For the current fiscal year, what is the amount you receive for:

Annual base salary \$ \_\_\_\_\_

Annual housing allowance (Estimate rental and utility value, if church provides a parsonage and/or utilities) \$ \_\_\_\_\_

Allowance for housing (and utilities) provided

Parsonage supplied and utilities allowance of \$ \_\_\_\_\_

Parsonage supplied and utilities paid by the church

Annual car allowance (Estimate car and expense value, if church provides a car and/or expenses) \$ \_\_\_\_\_

Allowance for car (and travel) provided

Car supplied and expense allowance of \$ \_\_\_\_\_

Car supplied and all expenses paid by the church

Annual book allowance \$ \_\_\_\_\_

Annual amount of any other allowances (Identify)

\_\_\_\_\_ \$ \_\_\_\_\_

\_\_\_\_\_ \$ \_\_\_\_\_

Annual amount of fees or gifts (Estimate) \$ \_\_\_\_\_

Total of salary, allowances, and fees or gifts \$ \_\_\_\_\_

21. What amount annually does the church provide the minister for convention expenses? \$ \_\_\_\_\_

22. Does the church provide Pension Fund coverage for you?

None  Church and member dues of 12%

Church dues of 9%  Other (Specify) \_\_\_\_\_

23. Does the church provide health and accident insurance for you?

Yes  No

If yes, describe \_\_\_\_\_

\_\_\_\_\_

24. Does the church provide any additional financial compensation or benefits?

Yes  No

If yes, identify \_\_\_\_\_

---

25. How many persons are listed as participating members in your local church?

1- 100	_____
101- 200	_____
201- 300	_____
301- 400	_____
401- 500	_____
501- 600	_____
601- 700	_____
701- 800	_____
801- 900	_____
901-1,000	_____
1,001-1,100	_____
1,101-1,200	_____
1,201-1,300	_____
1,301-1,400	_____
1,401 and above	_____

26. What is your annual church budget, including local, \$ \_\_\_\_\_  
building, and outreach?

113603  
THEOLOGY LIBRARY  
CLAREMONT, CALIF.